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**Service Director – Legal, Governance and
Commissioning**

Julie Muscroft

Governance and Commissioning

PO Box 1720

Huddersfield

HD1 9EL

Tel: 01484 221000

Please ask for: Helen Kilroy

Email: helen.kilroy@kirklees.gov.uk

Friday 26 August 2022

Notice of Meeting

Dear Member

Children's Scrutiny Panel

The **Children's Scrutiny Panel** will meet in the **Council Chamber - Town Hall, Huddersfield** at **11.00 am** on **Tuesday 6 September 2022**.

This meeting will be webcast live and will be available to view via the Council's website.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read 'Julie Muscroft', on a light-colored background.

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Children's Scrutiny Panel members are:-

Member

Councillor Andrew Marchington
(Chair)

Councillor Ammar Anwar

Councillor Elizabeth Reynolds

Councillor James Homewood

Councillor Richard Smith

Councillor Paul White

Graeme Sunderland (Co-Optee)

Oliver Gibson (Co-Optee)

Toni Bromley (Co-Optee)

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Committee

To receive apologies for absence from those Members who are unable to attend the meeting.

2: Minutes of the Previous Meeting

1 - 8

To approve the Minutes of the meeting of the Panel held on 12th July 2022.

3: Interests

9 - 10

The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

5: Deputations/Petitions

The Committee will receive any petitions and hear any deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10 (2), Members of the Public should provide at least 24 hours' notice of presenting a deputation.

6: Public Question Time

The Panel will hear any questions from the general public.

7: Changes to the Young Peoples Activity Team (YPAT) Provision

11 - 42

The Panel will consider a report providing an update on the ongoing changes to the Young Peoples Activity Team (YPAT) provision as part of the ongoing SEND Transformation Programme and the ongoing development of our Short Breaks Offer.

Contact: Tom Brailsford (Service Director)
Sara Miles, Head of Safeguarding and Quality
Assurance
Gary Wainwright, Commissioning Manager

8: Special Educational Needs and Disabilities (SEND) Inspection - Action Plan and Inspection Outcomes

43 - 90

The Panel will consider a report giving an update on the SEND Inspection - action plan and inspection outcomes.

Contact: Tom Brailsford, Service Director
Paul Harris, Head of Children's Improvement

9: Pre-decision Scrutiny - Cabinet decisions on the horizon

The Panel will consider any potential areas of pre-decision scrutiny in accordance with any cabinet decisions relating to children and young people which are on the horizon.

10: Feedback from Panel Members on issues considered by Corporate Parenting Board

Panel Members who attend the Corporate Parenting Board will feedback on issues considered by the Board.

11: Children's Scrutiny Work Programme 2022-23

91 - 102

The Panel will consider the proposed areas of focus and activity for the 2022/23 municipal year and discuss the method and means to be used to continue the Panel's work going forward.

Contact: Helen Kilroy, Assistant Democracy Manager

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Contact Officer: Helen Kilroy

KIRKLEES COUNCIL

CHILDREN'S SCRUTINY PANEL

Tuesday 12th July 2022

Present: Councillor Andrew Marchington (Chair)
Councillor Ammar Anwar
Councillor James Homewood
Councillor Richard Smith
Councillor Paul White

Co-optees Graeme Sunderland
Oliver Gibson

In attendance: Tom Brailsford, Service Director (Resources,
Improvement and Partnerships)
Chris Jessup, Head of Education Outcomes
Elaine McShane, Service Director - Family Support and
Child Protection
Jo-Anne Sanders, Service Director - Learning & Early
Support

Observers: Councillor Carole Pattison

Apologies: Councillor Elizabeth Reynolds
Toni Bromley (Co-Optee)

1 Membership of the Committee

Apologies were received from Councillor Elizabeth Reynolds and Toni Bromley.

The Panel noted the membership of the Panel for the 2022/23 municipal year and that Councillor Elizabeth Reynolds had replaced Councillor Jo Lawson on the Panel.

2 Minutes of the Previous Meeting

That the minutes of the meeting held on the 30th March 2022 be approved as a correct record.

3 Interests

Graeme Sunderland, Co-optee, declared that he was a Trustee at Northorpe Hall Child and Family Trust.

4 Admission of the Public

All items were considered in public session.

5 Deputations/Petitions

No petitions or deputations were received.

Children's Scrutiny Panel - 12 July 2022

6 Public Question Time

No questions were received from members of the public.

7 Educational Outcomes - verbal update

The Panel considered a verbal update on Educational Outcomes presented by Chris Jessup, Head of Education Outcomes.

Chris Jessup outlined the following key areas:-

- A report was scheduled for consideration by Cabinet on the 26th July on Kirklees Annual Education Quality and Standards which encapsulated the educational outcomes and challenges during 2021/22 and showed how resilient schools were in providing the continuity of education during this time; the report to Cabinet in July will make reference to the ongoing work and next steps in place to further improve outcomes for learners across Kirklees;
- The panel gave comments on the draft report to Cabinet in March 2022 on Educational Outcomes and were thanked for their help in shaping the report to Cabinet in July;
- At the heart of improving educational outcomes sat the Education Strategy referred to as 'Our Kirklees Futures' which outlined 3 key obsessions – inclusion, resilience and equity which ran through the ambitions and vision;
- Kirklees Futures Summit was held on the 23rd June 2022, attended by a wide range of educational providers, local partners, local experts and speakers from the field of education and care, including voices from learners who brought the story of their learning experiences to the event;
- The key aim of Kirklees Futures Summit was to take the learning strategy from planning to first stages of implementation; the success of strategy relied on engagement from all parties across the district;
- Summit confirmed everyone had the same goal that learners could aspire, achieve and enjoy the very best start in life;
- A child's educational journey began before school and beyond post 16 and it was important the summit covered learners of all ages,
- The Education Learning and Partnership Board had been asked to comment and feedback on the draft Implementation Plan;
- The momentum on the outcomes would continue through the summer break and officers aimed to have a prioritised and costed implementation plan ready for circulation at the start of the new academic year;
- Success of Summit had produced the momentum for the Learning Strategy throughout the district and will be the key vehicle for improving educational outcomes; conversations have taken place with school heads and schools forum who had provided feedback to officers;
- Reviewing Education and Learning Partnership Board to ensure it was able to hold the system to account for its actions;
- Planning was already underway for next year's summit.

The Panel agreed that they would like to be involved in the restructuring and reshaping of the Education and Learning Partnership Board and asked officers to think about how scrutiny could contribute and scrutinise the educational outcomes. The Panel also agreed to consider longitudinal outcomes for the next 5-10 years

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including 16 plus and beyond to consider the short and long term impact. Chris Jessup advised that the Learning Strategy went to 2038 and that it was intended to have a longitudinal plan and analysis.

The Panel agreed to receive a copy of the Educational Outcomes report scheduled for consideration by Cabinet on the 26th July 2022 for information.

The Panel thanked Chris Jessup and other officers for all their hard work on the Learning Strategy and Educational Outcomes.

RESOLVED –

1. The Panel noted the verbal update on the Educational Outcomes and thanked Chris Jessup for his valued contributions.
2. That the Panel be given the opportunity to contribute to the restructuring and reshaping of the Education and Learning Partnership Board;
3. That the Panel receive future updates on how the Learning Service and Cabinet Members were scrutinising the educational outcomes;
4. That the Panel consider future information on longitudinal educational outcomes for the next 5 to 10 years, including 16+ and beyond;
5. That the Panel receive a copy for information of the Educational Outcomes report scheduled for consideration by Cabinet on the 26th July 2022.

8 Pre-decision Scrutiny - Cabinet decisions on the horizon

The Panel considered potential areas of pre-decision scrutiny in accordance with any cabinet decisions on the horizon relating to children and young people.

Jo-Anne Sanders advised the Panel that there would be periodic reports to Cabinet on the SEND Transformation Plan, and that officers were currently in the middle of consultation around provisionally resourced provisions working with mainstream schools to provide places. Jo-Anne Sanders further explained that coming forward in the autumn term would be some decision making for Cabinet where schools which were maintained would be working with the Department for Education where some of their provision was with academy schools. The Panel was informed that officers would like to engage with the Children's Scrutiny Panel along the way.

The Panel agreed to consider a report on the SEND Inspection Outcomes at their meeting in September 2022 and asked that the Panel be involved in the development of the action plan and that officers think about how the Panel could scrutinise the outcomes.

Councillor Marchington advised that he had met with PCAN recently to discuss engaging with parents to seek feedback on their experience of accessing the SEND service and visits by the Panel to PCAN drop-in sessions with parents were scheduled to take place in September 2022.

RESOLVED –

1. That the Panel note the potential items for pre-decision scrutiny that would be considered by Cabinet during the 2022-23 municipal year.

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2. That the Panel consider a report on the SEND Inspection Outcomes in September 2022 and be involved in the development of the action plan which should include how the Panel could scrutinise the outcomes.

9 **Feedback from Panel Members on issues considered by Corporate Parenting Board**

Panel Members who had attended Corporate Parenting Board on the morning of the 12th July 2022 fed back on key issues considered by the Board.

Councillor Marchington highlighted the following key points:-

Number of looked after children

Panel members had over the last 2 years expressed concerns regarding the number of looked after children (LAC) in Kirklees as it had consistently been lower compared to our statistical neighbours. Ophelia Rix, Principal Social Worker (Children), had undertaken significant work on explaining why Kirklees LAC figures were lower than our statistical neighbours. The Panel was informed that special guardianship orders were used more in Kirklees than other local authority areas. The current number of LAC in Kirklees was 605 which was down from 650 in the last 12 months and was still on a downward trend. In the last accounting period, 75 children had still come into the care of Kirklees so children were not being missed, but at the same time 87 children were no longer looked after by the local authority.

Councillor Marchington further explained that the reasons why Kirklees LAC figures were lower than other areas was because some children had been placed under special guardianship orders which was where children were being looked after by grandparents or other family relatives. The Panel was informed that there were currently about 500 children in Kirklees under special guardianship orders and if these care orders were not in place, the children would be in the care of the local authority. Councillor Marchington advised that both Leeds and Bradford Council's also used special guardianship orders which helped to reduce their numbers of LAC children.

The Panel was informed that some children had been returned to their families where appropriate and that this was following intervention and prevention measures by the Children's Service which had made this possible.

Councillor Marchington advised that 6 children had been adopted. The Panel was informed that the Multi Systemic Therapies Team (MST) had been working with approximately 50 families of children and young people who had been looked after by the local authority and the Team had contributed to these children being able to return home to their parents.

The Panel noted that the information from officers on the reasons for the lower numbers of LAC in Kirklees was helpful and reassuring and recognised that the preventative measures being implemented within Children's Services was showing some positive results for children and families.

Councillor Marchington advised that other questions asked by Board Members were as follows:-

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- Children with more than one social worker and the reasons for this;
- Children placed outside of the Kirklees District was lower than other local authorities and this was due to the building of capacity and sufficiency within Kirklees so children could be placed within the district;
- Health and dentistry – concerns were raised about the lack of access in some areas of Kirklees to an NHS dentist and the panel were informed that when children were in need of a dentist, access to appropriate services could be found;
- Positive report from Virtual Schools Head Teacher which highlighted that KS4 (GCSEs) were in the upper quartile and the one area of concern was unauthorised absence, which was in the third quartile, flexible approaches were being implemented to look at why children were absent from school;
- Children in employment and training post 16 or when no longer in care - officers had asked both Board Members and other Councillors for ideas on how these young people could be supported, for example apprenticeship schemes, as these could have a positive impact on their life skills and future employment opportunities; the Panel noted that the Council needed to recognise that young people wanted to be in charge of their own pathways and choices and that Kirklees was in contact with around 90% of our care leavers to offer assistance and support in this area, but not all young people wished to continue the relationship with the local authority;
- Foster Carers and the staying put programme allowed children and young people to stay with foster carers post 18 and a lot of work was being carried out to allow this to happen and to ensure that the positive relationship between carers and the young people could continue;
- Ethnicity of LAC – quite a bit of work was being done around children of an Asian/British heritage and officers were working with extended families and special guardianship orders.

The Panel considered receiving further information by way of a visit or presentation to look at the working arrangements of the Virtual School and Governing Body.

The Panel expressed thanks to all the foster carers in Kirklees for the important work they carried out and noted that two members of the Kirklees Fostering Network were now members of the Corporate Parenting Board.

RESOLVED –

That the feedback from the Corporate Parenting Board be noted.

10 Children's Scrutiny Work Programme 2022-23

The Panel considered the work programme for the 2022-23 municipal year.

Pre-decision scrutiny

Councillor Marchington advised that pre-decision scrutiny would be discussed at every meeting and updates given by Senior Officers or Cabinet Members on items on the horizon for decision by Cabinet.

Performance

The Panel noted that slides and data on performance from the Ambition Board would be considered by the Panel as a standard item and that questions on the data

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would be sought from Panel Members prior to the meetings of the Panel and that these questions could also be submitted to the Corporate Parenting Board for consideration.

Sufficiency for Children's Service

The Panel had noted in some visits to social care teams that there was a shortage of social workers at both a local and national level and Kirklees had made a decision not to use agency staff at the moment. Elaine McShane advised that different options were being looked at with Jo-Anne Sanders as an interim solution, for example, different types of practitioners could work with families not just social workers and officers would be looking at roles within teams to test some of this out. The Panel agreed to consider further information on the different approaches being considered regarding improving sufficiency and resources for children's social care and also retention packages for social workers. The Panel also agreed that they could monitor this issue during visits and ask appropriate questions.

Elaine McShane advised that since 2016 there had been a significant improvement to stability in the management part of the workforce and that the right wrap around support was in place in terms of development opportunities and supervision. The Panel was advised that the average casework for social workers was now around 17 cases and 4 to 5 years ago caseloads were at an average of 35. Elaine McShane further explained that it was important that social workers felt supported and wanted to stay at Kirklees.

The Panel noted that a visit would be arranged to the Healds Road Children's Home during the 22-23 municipal year.

Changes to YPAT

Panel Members noted that further information would be brought to the Panel planned for September 2022 on the changes to the Young Peoples Activity Team (YPAT) and asked that Members of the Panel report back on what was happening in their wards on this. A question was raised by the Panel relating to the lack of after school activities in some wards and how quickly this would come into practice and who would govern this, would it be the local communities, schools or the Council. The Panel noted that a report would be submitted for consideration at their September meeting and asked that it include details of what was happening in the local wards on after school activities.

SEND and High Needs

Councillor Marchington advised that he had recently met with PCAN to discuss opportunities to meet with parents to seek feedback on their experiences of accessing the service. The Panel noted that visits to drop-in sessions with parents at PCAN had been scheduled to take place in September 2022 and information had been circulated to members of the Panel.

Outcome of SEND Inspection

The Panel noted that a report would be scheduled for consideration in September 2022.

Outcome of the Joint Area Targeted Inspection

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The Panel agreed to consider a report on the Outcome of the Multi-Agency Joint Area Targeted Inspection to the September or October Panel meeting. Elaine McShane advised the Panel that the inspection had covered sexual and criminal exploitation and that the Ofsted letter was due to be published at end of August 2022.

RESOLVED –

The Panel noted the Work Programme and agenda plan for 2022-23 and agreed:

1. That the Panel submit questions on the performance information from the Ambition Board prior to Panel meetings which could be shared with officers beforehand;
2. That the Panel consider further information on the different approaches being considered regarding improving sufficiency and resources for children's social care and also retention packages for social workers.
3. That the Panel consider a report on the changes to the YPAT provision in September 2022 that would include an update on what was happening in the local wards on after school activities.
4. That Members of the Panel try and attend one of the drop-in sessions at PCAN in September and notify the Governance Officer which date they wished to attend.
5. That the Panel consider a report in either September or October 2022 on the outcome of the Multi-Agency Joint Area Targeted Inspection.

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KIRKLEES COUNCIL			
COUNCIL/CABINET/COMMITTEE MEETINGS ETC			
DECLARATION OF INTERESTS			
Childrens Scrutiny Panel			
Name of Councillor			
Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]	Brief description of your interest

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
- (b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.



Name of meeting: Children’s Scrutiny Panel Meeting

Date: 6th September 2022

Title of report: Changes to the Young Peoples Activity Team (YPAT) Provision

Purpose of report: Provide Children’s Scrutiny Panel Meeting with an update on the ongoing changes to the Young Peoples Activity Team (YPAT) provision as part of the ongoing SEND Transformation Programme and the ongoing development of our Short Breaks Offer.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	For info - Cabinet approved the capital proposal on 26 th July 2022 as a Key Decision. Capital spend over £250k
Key Decision - Is it in the <u>Council’s Forward Plan (key decisions and private reports)?</u>	No
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by <u>Strategic Director</u> & name	Mel Meggs - 09.06.2022 Tom Brailsford 25.8.22
Is it also signed off by the Service Director for Finance?	Eamonn Croston - 13.07.2022
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft - 11.07.2022
Cabinet member <u>portfolio</u>	Cllr V Kendrick - Children’s Cllr C Pattison - Learning, Aspiration & Communities

Electoral wards affected: All

Ward councillors consulted: Cllr Darren O’Donovan, Cllr Mussarat Pervaiz and Cllr Ammar Anwar.

Public or private: Public

Has GDPR been considered? Yes - there are no GDPR implications relating to this report.

1. Summary

It is a council priority to provide the best possible support for Kirklees families affected by Special Educational Needs and Disabilities. Cabinet approved the proposal for the new Young People's Activity Team building, which forms one element of our wider transformation of SEND services and aims to ensure some of our most vulnerable children and young people are able to enjoy high quality facilities which make a lasting difference in their lives. Kirklees SEND provision is undergoing large scale transformation over the next few years.

Children's Service, Best Start capital funding has an allocation of £5 million for the development of children with a disability services; Young Peoples Activity Team (short breaks), Elm Grove (long term) and Orchard View (short breaks) children's homes.

The new premises, the council owned former Children's Place nursery, Netherfield Road, Ravensthorpe, is located within 300 metre from the current location, behind the Greenwood Centre and will set a new quality standard for short breaks provision in Kirklees.

By investing in our most vulnerable children and young people, we support them to achieve the best possible outcomes. The new building proposal is designed to help us support our most disabled children and young people thrive and enjoy the best start in life.

The development of the new Young Peoples Activity Team building provides us with an opportunity to re-shape our in-house short breaks offer, enabling the Young Peoples Activity Team to work more closely with parents and focus on meeting the needs of our most vulnerable children and young people with the most complex health and care needs.

2. Information required to take a decision

The Young Peoples Activity Team short break service is currently run from a large council owned building on Havelock Street, Ravensthorpe, on an industrial estate. The building has been shared with Adult Services, learning disability day service provision for over 15 years. The building requires significant investment, Adult Service and Children's Service are both proposing to leave the Havelock Street building.

In 2018-19 the Young People Activity Team budget was partially reinstated £417,000 on a speculative basis pending a service review. The budget received £82k additional resource in 2019/20 to address the overspending in the previous year. There have been no changes since.

Pre pandemic the Young Peoples Activity Team supported 117 disabled children and young people, 63 live in North Kirklees and 54 live in South Kirklees. The Young Peoples Activity Team also supported one young person during the day 10am-2pm, who was NEET providing support to carers who were struggling.

The Young Peoples Activity Team currently supports around 45 young people this is due to the impact of the pandemic, natural progression, young people turning 18 and some due to the support that was put in place as a result of the pandemic who no longer attend.

Although the Young Peoples Activity Team was unable to operate fully during the pandemic the team worked closely with Orchard View and provided community outreach support to 20 families, who between the two services were identified as most at risk. This work has provided the foundations establishing a strong close working relationship with Orchard View and enable us to offer more personalised, holistic support to the numerous families who attend both services.

Whilst attendance numbers dropped due to the pandemic new referrals are regularly coming through, with the target to increase capacity to support up to 12 young people per session. As a provision the Young Peoples Activity Team aims to support the most complex children and young people throughout Kirklees, providing them with opportunities to socialise and engage in activities with their peers, whilst ensuring that they are in an environment conducive to their needs.

The Young Peoples Activity Team work closely with health, education and other care services, to provide consistency and support for children and families, to meet individual needs and assist with transitioning both to other services and with general day to day activities.

The need for new premises was identified several years ago. The former Children's Place nursery, Netherfield Road, Ravensthorpe has been selected as the best option because of its location, it is very close to the current building which will minimise disruption to the disabled children and young people who attend and parents. The building size is ideal, the accessibility offered by a single storey building located on a level site with a secure enclosed outdoor play area made the former Children's Place nursery the ideal preferred choice.

The Young People Activity Team building design proposal is attached as **Appendix 1**. Detailed designs have identified an estimated outturn cost of up to £1,358,353. The building design has been developed in partnership with the Young Peoples Activity Team, management and staff, a wide range of partners, including disabled children and young people, parents, Children's Service and the Capital Delivery Team.

The new premises will provide significantly improved facilities, establishing a new standard of high quality short breaks provision, capable of meeting the current and future needs of the growing range of our most disabled children and young people for many years to come.

The Young Peoples Activity Team short breaks service supports disabled children and young people aged 5 to 18 with profound and complex needs. The service comprises of;

- Out of school clubs - which operate term time evenings between 3pm and 6.30pm.
- Weekend and holiday sessions - which run year round (except bank holidays) between 10am and 2pm and during school holidays.
- Community sessions – term time only.

The new premises will provide an opportunity for the facilities to be used more frequently for new additional and alternative uses, for example;

- Parent and carer support sessions
- Training sessions
- Supporting older children who are NEET
- Pilot Assistive Technology and VR sessions
- Provide a building our health partners could deliver specialist children's clinic sessions from

Our aim is to maximise the usage and benefits from having a new purpose built facility.

Children's Service are progressing with the implementation of the modernisation programme, enabling more SEND children and young people to access mainstream local community social and informal learning activities, and short breaks.

By providing the new building the redesign of Young Peoples Activity Team role within the short breaks market can evolve further over time. The service will test out new models of support. For example;

- Provide targeted support in times of high need, crisis
- Develop outreach family support, helping families learn new or further develop existing skills
- Support parents and young people transitioning into adulthood
- Pilot how best to implement the ever increase range of assistive technologies, provide virtual reality sessions
- Provide a facility for parents / carers home schooling to meet and enable children / young people opportunities to socialise with others

The Young Peoples Activity Team have drafted an admissions policy statement. This will help everyone understand more clearly the service offer.

Over time our ambition is to identify and establish a second Young Peoples Activity Team building in South Kirklees. The second building will be based on the learning from the new Ravensthorpe building and the evolving role in-house short breaks services will play in the overall short breaks market. Two sites will make it easier for families to access, keeping children and young people closer to home, and their local communities.

3. Implications for the Council

3.1 Working with People

There will be a positive impact on parents, carers and families' members and staff. It is hoped the new building will provide an opportunity for all parties to work together more closely.

3.2 Working with Partners

There will be a positive impact for our health partners, enabling closer partnerships to develop and find joint solutions. We will be better placed to meet the needs of our most complex disabled children and young people.

3.3 Place Based Working

There will be a positive impact for families as care provision is provided from new high quality facilities delivered closer to home.

3.4 Climate Change and Air Quality

There will be a reduction in emissions from delivering the service from a more energy efficient building. There will be a neutral impact on transport.

3.5 Improving outcomes for children

There will be a positive impact on our most disabled children and young people and parents.

3.6 Financial Implications for the people living or working in Kirklees

There will be no financial impact on families and staff as the new building facility is located within 300 metre of the old facility.

3.7 Other (e.g. Legal/Financial or Human Resources) Consultees and their opinions

The capital investment of up to £1,358,353 is budgeted for within the overall Best Start Capital Programme. The scheme is primarily funded from Council borrowing. The revenue cost of delivering the Young Peoples Activity Team short breaks service has been built into the Council's Medium Term Financial Plan (MTFP). The impact of this proposal on current revenue funding is neutral.

Integrated Impact Assessment (IIA)

Members should have due regard to the Integrated Impact assessment screening tool attached to the July Cabinet report which showed no adverse effect on the protected groups.

4. Consultees and their opinions

A key part of our approach in transforming SEND provision is to seek the views of children, young people and families so that their voice is influential in our planning. Kirklees families have helped to shape the proposed designs for a new, market leading YPAT facility.

The design proposal has been shared with Parents of Children with additional needs (PCAN) who fully support the proposal. A series of consultation events have taken place with parents. Parents consultation comments;

“A much needed provision. Plans look amazing and would be a huge asset. Outdoor space looks fantastic”

“Looks amazing - definitely think the sensory room is a great idea for relaxing. Plenty of outdoor space is great too”

Consultation with young people who access the service is ongoing. Young person quote;

“I like the gym equipment, the music boxes, the trampoline, the waterwall, climbing equipment and the wooden tepee. It will be good to have our own building and lots of outdoor space”

The building design proposal has been shared with Dewsbury West ward members May 2022. Cllr O'Donovan suggested The Mansion at Crow Nest Park, a discussion took place setting out the reasons when The Children's place was preferred over the Mansion at Crow nest Park.

The building design proposal was approved at Children's Service Senior Management Team and Children's Service Capital Board. Portfolio Leads were consulted and briefed by Service Directors, Strategic Director.

In addition to the above, officers have throughout this capital scheme worked in partnership with disabled children and young people, families, carers, staff and will continue to do so.

5. Next steps and timelines

Main milestones and dates:	Proposed start:	Proposed end:
Planning Application	August 2022	October 2022
Develop and gain sign off for the new Admission Policy Statement	August 2022	September 2022
Continue developing individualised flexible support packages, linked to close partnership working with Orchard View (overnight Respite provision)	August 2022	Review April 2023
Architect and build tender	Nov 2022	Jan 2023
Tender Validation and Letter of Acceptance	Feb 2023	Feb 2023

Complete Works	March 2023	May 2023
Prepare for new YPAT building opening	June 2023	
Begin testing assistive technologies, provide virtual reality sessions, continue the transformation journey of the YPAT service	June 2023	December 2023

6. Officer recommendations and reasons

That Children's Scrutiny Panel note the content of this report outlining the ongoing and future development of the Young Peoples Activity Team short breaks offer.

7. Cabinet Portfolio Holder's recommendations

Cabinet approved the conversion of the former Children's Place nursery 26th July 2022. <https://democracy.kirklees.gov.uk/documents/g7181/Decisions%2026th-Jul-2022%2015.30%20Cabinet.pdf?T=2>

Children's Scrutiny Panel are requested to note the report and give views on the proposals.

8. Contact officer

Gary Wainwright, Commissioning Manager, Children's Integrated Commissioning. Gary.wainwright@kirklees.gov.uk Phone 01484 221000, mobile 07968 994605

9. Background Papers and History of Decisions

Cabinet Budget Report 29th January 2019 [Cabinet Budget Report.pdf \(kirklees.gov.uk\)](#)

Council budget 16th February 2022 [Budget Motion - Feb 22.pdf \(kirklees.gov.uk\)](#)

10. Service Director responsible

Tom Brailsford, Service Director, Children and Families, Resources, Improvement and Partnerships

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Young Peoples Activity Team Reprovision Design Proposals

01 Introduction

02 Current Provision

03 The Proposal

04 Cost & Timescale

05 Summary

06 Appendices: Benefits of Outdoor Play



01 Introduction

This report sets out the details of the current in-house Young Peoples Activity Team (YPAT) short breaks service offer and the proposed redevelopment of a council owned former nursery building. The new building will enable YPAT to move from its current location and provide the service with significantly enhanced facilities. Children's Service, best start capital funding has an allocation of £5 million for the development of children with a disability services; YPAT, Elm Grove (long term) and Orchard View (short breaks) children's homes.



Former Nursery Building – existing interior



02 Current Provision

The Young Peoples Activity Team short break service is currently run from a large council owned building on Havelock Street, Ravensthorpe, which it has shared with Adult Services, learning disability day service provision for over 15 years. The council owned building is over 40 years old, of brick and metal construction on an industrial estate.

Adult Services capital programme are planning to build new day service facilities. The current building is not suitable for the delivery of modern social care services. Corporate Landlord are looking to repurpose the Havelock Street site once both services have left.

YPAT short breaks service supports disabled children and young people aged 5 to 18 with profound and complex needs. The short breaks service comprises of;

- **After school clubs** which operate term time evenings between 3pm and 6.30pm.
- **Weekend clubs** which run year round (except bank holidays) between 10am and 2pm.
- **Play schemes** which run in school holidays Monday to Friday 10am to 2pm.

Pre pandemic YPAT supported 117 disabled children and young people, 63 live in North Kirklees and 54 live in South Kirklees. YPAT also supports one young person during the day 10am-2pm, who is currently NEET providing support to carers who are struggling.

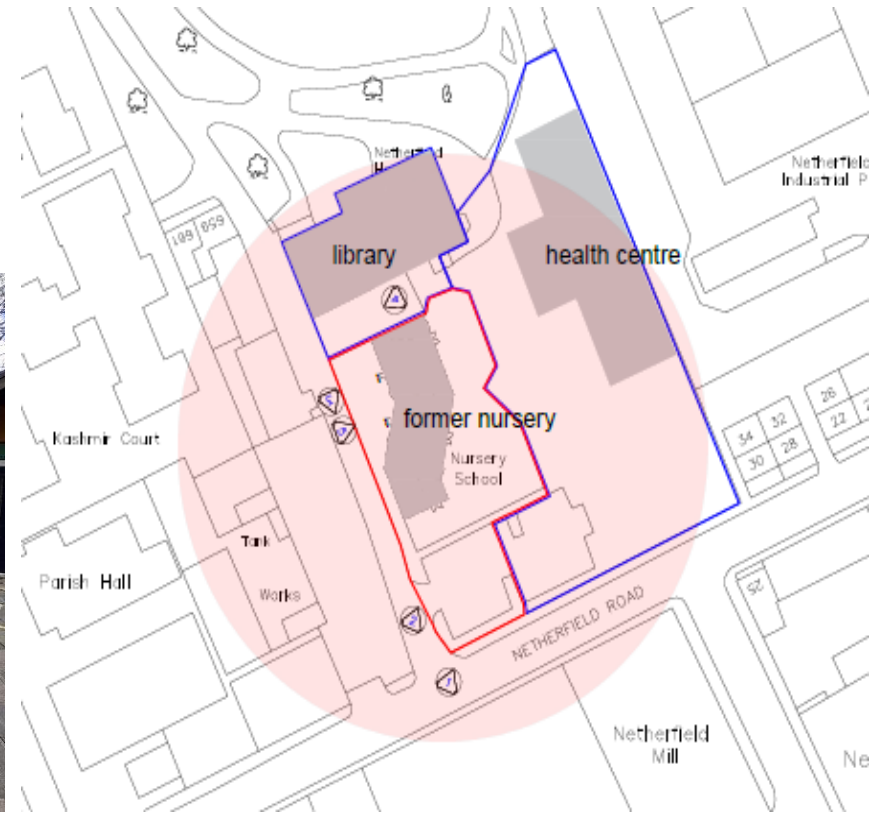
YPAT currently supports around 60 young people this is due to the impact of the pandemic, natural progression, young people turning 18 and some due to the support that was put in place as a result of the pandemic who no longer attend. It is expected numbers will increase, several new referrals have recently been received.

03 The Proposal

The proposed two site YPAT short breaks model would provide easier access for families, larger activity/social spaces and significantly better facilities that disabled children and young people will enjoy more and will assist with managing children's behaviours and needs by offering a far greater range of activities and enable the service offer to be expanded over time if required. The service believes a two site model can be delivered within current revenue budget funding for the current cohort of service users. The children's service capital board in September 2021 supported the proposal to develop two YPAT short break facilities, one in north and one in south Kirklees.



03 The Proposal



An empty council owned ex-nursery building on Netherfield Rd, Ravensthorpe, Dewsbury, WF13 3JY has been identified as a suitable location for the new YPAT offer in North Kirklees. [Netherfield Rd - Google Maps](#) , [Google Maps](#) The ex-nursery building is situation behind the Greenwood Centre, a council community library building and is only 500 yards from the current YPAT service location. Children's Service operational managers have visited the building and are in agreement the building and location would be suitable and have been fully involved in developing the proposed designs.

03 The Proposal



Corporate Asset have been commissioned to carry out a condition survey and feasibility estimate on the building and a project manager has been appointed who has led on developing internal design plans in consultation with key officers from Children's Services.

03 The Proposal



03 The Proposal

A landscape architect has drafted external design plans which includes the installation of a range of outdoor activity equipment. Please see Appendix 1



Google Maps - Aerial - Ravenshorpe Nursery, Netherfield Rd, Ravensthorpe, Dewsbury WF13 3JY



Proposed picnic benches



Proposed traversing/climbing wall



Example image of proposed bike/scooter track



Proposed wobble board



Proposed trampoline



Proposed balance beam



Proposed basket swing

03 The Proposal



Note: This drawing is based on topographical surveys by others. Refer also to separate topographical surveys by for more information where required.
Refer also to Structural Engineer's Drawings.

KEY: Scope of Proposed Works

1. EXTERNAL CANOPY - Proprietary self supporting cantilevered steel canopy with polycarbonate clear roofing sheet
2. EXISTING ENTRANCE 1 - remove existing timber framed window and build up knee brick sill with matching brickwork, for new aluminium dig window unit
3. ENTRANCE DOORS - where existing masonry brick opening for new double aluminium dig doors fully automated with safety sensors, remove existing timber gate & support posts, modify roof as necessary to provide continuous overhang
4. ENTRANCE LOBBY - form new entrance lobby with full height dig aluminium glass screen, entrance meeting, grid ceiling, automated dig aluminium double doors fully automated with safety sensors, decorations
5. INTERNAL GLAZED SCREENS - full height dig aluminium glazed screen separating reception
6. KITCHEN SERVING HATCH - form new serving hatch complete with min F1000 steel FFC automated roller shutter, to full safe close linked to the alarm
7. MAIN KITCHEN - form new commercial grade kitchen to client recommendations, including table bowl sink, separate sink, base and wall units, grid ceiling, new safety vinyl flooring sheet, decorations
8. UTILITY AREA - form new utility area within kitchen complete with washing machine, dryer and sink unit with base storage units, grid ceiling, new safety vinyl flooring sheet, decorations
9. DINING AREA - new grid ceiling, vinyl safety flooring sheet, decorations, suitable charging power points
10. WHEELCHAIR CHAIRING AREA - new grid ceiling, vinyl safety flooring, decorations, suitable charging power points
11. BAY WINDOW OPENING - mostly existing masonry brick window opening to accept new dig aluminium jpc standard window with operable
12. MEDICAL ROOM - new full height metal stud wall partitions, painted timber door, carpet flooring, grid ceiling, decorations
13. STAFF ROOM KITCHETTE - new wallbase units & sink, grid ceiling, carpet flooring, decorations
14. OFFICE 1 - new full height metal stud wall partitions, painted timber door with vision panel, carpet flooring, grid ceiling, decorations
15. OFFICE 2 - new full height metal stud wall partitions, painted timber door with vision panel, carpet flooring, grid ceiling, decorations
16. INDOOR PLAY AREA 1 - new vinyl safety flooring, grid ceiling, decorations
17. SENSORY ROOM - new full height metal stud wall partitions, painted timber door, carpet flooring, grid ceiling, decorations
18. BAY WINDOW OPENING - mostly existing masonry brick window opening to accept new dig aluminium jpc standard window with operable
19. INDOOR PLAY AREA 2 - new vinyl safety flooring, grid ceiling, decorations
20. BAY WINDOW OPENING - mostly existing masonry brick window opening to accept new dig aluminium jpc standard window with operable
21. BAY WINDOW OPENING - mostly existing masonry brick window opening to accept new dig aluminium jpc standard window with operable
22. ELECTROFITTINGS - new F1000 timber door, safety flooring, grid ceiling, decorations
23. CLOAKS - new safety flooring, full height glazed dig screens, grid ceiling, decorations
24. HYGIENE FACILITY - form new with full height metal stud walls, glassed partitioning on all walls, wheelchair facility to changing place standards, grid ceiling, decorations
25. CORRIDOR/CIRCULATION - grid ceiling, safety vinyl flooring, decorations
26. UNISEX WC - ambient disabled standard, ceiling grid, vinyl safety flooring, decorations
27. CLEANERS CLOSET - ballast cleaner's sink, shelving, grid ceiling, decorations
28. RECEPTION/WAITING AREA - grid ceiling, decorations, carpet flooring, seating
29. UNISEX DISABLED WC - refurbish existing fixtures & fittings, decorative, grid ceiling
30. EXTERNAL DOORS - new double aluminium dig doors
31. EXTERNAL DOORS - remove existing door & frame, brick up opening
32. EXTERNAL DOORS - new double aluminium dig doors
33. EXTERNAL DOORS - new double aluminium dig doors
34. EXTERNAL DOORS - remove existing door & frame, brick up opening
35. STAFF ENTRANCE / CANOPY - cut back & modify existing timber gate & support posts to align with existing overhang
36. EXTERNAL DOORS - new single solid core metal framed security door
37. INTERNAL DOORS - new composite fitting doors
38. INTERNAL DOORS - new composite fitting doors

NOTE: All existing & new doors to have suitable finger guard protection
 - Doors 12, 22 and 27 need lock with key
 - Doors 7, 13, 14, 15 and 17 need to be key
 - Door 36 will be a push bar fire exit, kitchen door will be a fire entry door

The proposed designs maximises the internal and external space, providing a range of separate but linked play and activity spaces, alongside essential facilities. The design has been developed with the current and future needs of disabled children and young people in mind, offering a versatile and flexible indoor and outdoor space.



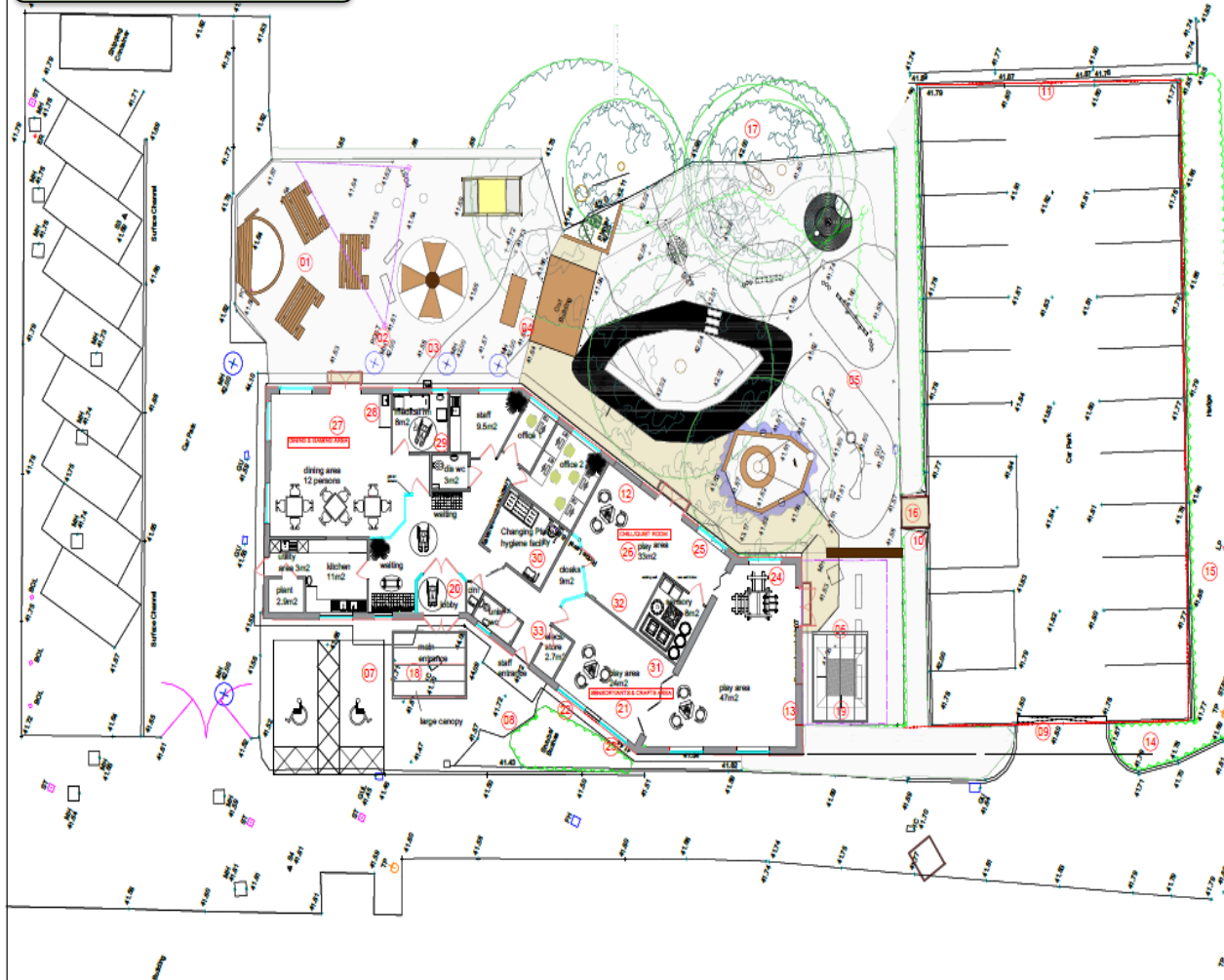
Ravensthorpe Nursery,
Netherfield Rd, Ravensthorpe,
Dewsbury WF13 3JY

Proposed YPAT

Proposed Floor Plan
Dimensioned Scope of Works

Rev	May 2021	Feasibility
Project	CY330544F	
Disc	C	T-50
Author		AY

03 The Proposal



Note: This drawing is based on topographical surveys by others. Refer also to separate topographical surveys by for more information where required.

Refer also to Structural Engineer's drawings.

KEY: BASIC OUTLINE SCOPE OF PROPOSED WORKS

1. **HARD/PAVED EXTERNAL EATING AREA** - take up existing floor finishes, excavate as required for new paving e.g. Saxon buff 600x600x30mm (approx 60m²)
2. **AWNING / BLIND** - open drain automatic electrical well mounted blind/awning over part external eating area for shade.
3. **SAND PIT PLAY** - take up existing sand play pit, timber bench seating etc, clear for new proposed outdoor play area to client specification. (see below)
4. **SHED/STORE** - new roller shutter door to side of existing shed/age & refurbish as necessary for equipment store. Fully render all sides to allow possible use for mural / art work. Advise survey to cover roofing sheets for ACM.
5. **RUBBER CRUMB PLAY AREA** - take out all redundant / obsolete furniture/equipment and prepare ground for new outdoor play space to client specification. (see below)
6. **OUTDOOR SENSORY GARDEN** - re-level and clean existing paving, clear all planters/furniture, redundant fixtures and fittings, fence / posts etc. Prepare for new outdoor sensory play space to client/Landscape Architect specification (to be confirmed).
7. **DEARLED / ACCESS PARKING AREA** - clear existing vegetation, take up existing paving, excavate for new tarmac/asphalt parking areas.
8. **FRONT PAVING AREA** - remove existing paving, overgrown vegetation, redundant fixtures and fittings, retain / renew right hand side fence / posts etc.
9. **BARBICUE CONTROL** - automated electrically operated fold / dig controlled coded entry handle to designated nursery parking area.
10. **PERIMETER FENCE** - remove existing perimeter spiked top security metal fence and gate, replace with new 2.4m high spc stripe mesh paladin style metal fence on spc 100x100 steel box section fence posts. (approx 20m length)
11. **METAL RAILING FENCE** - reuse existing fence around Nursery Car Park Area for security & prevent unauthorised parking from adjacent Health Centre car parking area.
12. **DOUBLE DOOR OPENING REAR** - fully brick up existing double door opening and allow plaster finish internally, tinting colour match/ender finish externally, render to allow possible use for mural / art work.
13. **DOUBLE DOOR OPENING GABLE END** - fully brick up existing double door opening and allow plaster finish internally, tinting colour match/ender finish externally, render to allow possible use for mural / art work.
14. **SIGNAGE** - remove existing Overwood Centre signage & replace with new signage (frame to be confirmed by client)
15. **THORNY HEDGE** - retain thorny hedge around car park & trim back
16. **METAL SIDE GATE** - retain existing gate from the car park to the outdoor play area to remain with new intercom/doorbell system to the fire specification
17. **EXISTING MATURE TREES** - Trees to be checked they are safe and do not need trimming before the work is completed
18. **NEW ENTRANCE CANOPY** - Property based walled polycarbonate sheet outdoor canopy offset to entrance due to building design.
19. **OUTDOOR TRAMPOLINE CANOPY** - new suitably sized outdoor canopy to Landscape Architect specification min 3.5m high
20. **ENTRANCE COBBY DOOR ENTRY SYSTEM** - new double door entrance to be kept secure to fire rating specification in conjunction with the fire safety team
21. **SENICRY / KITS & CRAFTS AREA** - Only one standard size sink needed, remove the two children's sinks. The sink will be fitted with built in full height storage the length of that internal wall.
22. **PLAY AREA 2x2x2 WINDOW** - Both large windows will have two flush glass panels, with only one window being able to open (with restrictions on)
23. **PLAY AREA 2xM2 WINDOW** - Both large windows will have two flush glass panels, with only one window being able to open (with restrictions on)
24. **PLAY AREA 4xM2 WINDOW** - Both large windows will have two flush glass panels, with only one window being able to open (with restrictions on)
25. **PLAY AREA 4xM2 WINDOW** - Both large windows will have two flush glass panels, with only one window being able to open (with restrictions on)
26. **CHILL/QUIET ROOM** - only one sink needed with full height storage the length of the sink wall
27. **GAMING AREA** - dining area will also be used as a gaming area, wheel chair charging area to be removed.
28. **DINING/GAMING AREA** - Sink will be needed in the dining/gaming area
29. **MEDICAL ROOM** - Sink & wall fixed lockable cupboard for medical storage.
30. **CHANGING & LAUNDRY FACILITY** - floor will need electrics in the changing/laundry facility and the sensory room so tracking can be fitted. Tracking type to be confirmed by client.
31. **SENICRY / KITS & CRAFTS AREA SINKS & STORAGE** - remove childrens small wash hand basins, retain standard sink, provide wall-fixed built storage to remaining wall space.
32. **CHILL/QUIET ROOM SINKS & STORAGE** - remove childrens small wash hand basins and standard sink, provide wall-fixed built storage to remaining wall.
33. **ELECTRIC CUPBOARD** - new lockable secure door & frame to be provided.

Rev: C Client provided annotations 03.03.22

Ravensthorpe Nursery,
Netherfield Rd, Ravensthorpe,
Dewsbury WF13 3JY

03 The Proposal



04 Cost & Timescale

The feasibility estimate for delivering the above proposal is £949,000k (this excludes any remedial works required following completion of the condition survey.) Please see separate feasibility estimate which provides a breakdown of costs and exclusions. Currently there is £5 million allocated in principle for disabled children services in 2019. It is highly likely the current in principle capital funding will not be sufficient to cover the new YPAT facility costs together with the proposed Elm Grove and Orchard View reprovision. However the proposed plans/costs have not been agreed and may change. Below is the initial estimated delivery timescale.

Project Stage / Milestone	Start Date	Finish Date	Duration
Approval of the business case by Children’s Service capital board and Children’s Service Senior Leadership Team.	10/12/2021	31/12/2021	3 weeks
Approval of the consultation plan	10/12/2021	31/12/2021	3 weeks
Implement the consultation plan	10/01/2022	30/03/2022	12 weeks
Cabinet approval period (of funding allocation)	10/01/2022	15/04/2022	14 weeks
Planning Period (assuming approval is needed)	TBC		
Kirklees Stage 4 – Tendering	TBC		
Construction Period (on site)	TBC		
Handover - Preparation for opening	TBC		
Official opening ceremony	TBC		

05 Summary

The Young Peoples Activity Team design proposal will create a significantly improved short breaks service offer facility, providing a fun and exciting place to visit and represents a transformation in the facilities currently used by disabled children and young people.

There is potential for the new facility to be used more often, on a more flexible basis and to further develop the range of support the YPAT short breaks team could offer;

- expand the day time support to NEET children and young people, if appropriate
- develop outreach family support and community enablement offer for disabled children from 14 years of age, as they begin to prepare for adulthood and learn to become more independent
- enable parent and carer coming together meetings, for a coffee, chat, exchange ideas and mutual support
- use the facility for one off events, sleep clinics, parenting strategies, the delivering of SEN family links courses
- Test the potential application of assistive technologies to support and enhance the lives of disabled children and young people

The above proposal together with the future re-provision of Orchard View will provide a significantly improved and more flexible in-house short breaks offer, capable of meeting the current and future needs of the growing range of disabled children's needs, including the most disabled children and young people in Kirklees. The proposed new Young People Activity Team building will set a new quality standard in short breaks provision across Kirklees.

06 Appendix 1

Benefits of outdoor play and equipment

All children need the opportunity to have access to outdoor play and appropriate facilities to develop their skills. This is a requirement by Ofsted for services working with children and young people. By providing a safe and secure environment in which children can engage in fun and challenging activities they are able to develop their self-esteem, confidence and independence. This is often an area which is difficult to access for children with disabilities, due to a combination of barriers such as inappropriate equipment or what is deemed as inappropriate behaviours.

We would like to provide an opportunity for all disabled children and young people who access the YPAT service to enjoy these activities. The following equipment will provide the opportunities for every child to have their own unique experience and be able to access apparatus and activities to help them flourish and develop to their full potential whilst having fun and providing respite for the families.

Outdoor Teepee and den will provide private, independent areas where children and young people can have the quiet time and space they require, alongside the feeling of safety and security away from the intrusion of adults (although adults will still have full supervision). These areas will provide safe spaces for children to explore and support them in managing their own feelings and emotions. Enabling them to identify when they feel that they are becoming upset or distressed and using the effects of nature or security of a familiar space to help them regulate or maintain their emotions.

In addition, these spaces will also support children and young people to recognise when they are happy, excited and positive, giving them the opportunities to spend time with others, playing games such as hide and seek, developing their own decision-making skills and developing their confidence in making their own choices and engaging with others.



06 Appendix 1

Outdoor Tepee and den

06 Appendix 1



Water fall & disabled picnic bench with sandpit



Sand and water play offers opportunities for fully inclusive play for children and young people of all abilities. It encourages children to play collaboratively in groups or alongside each other. These opportunities are fundamental for children and young people to develop social skills, such as sharing and turn taking which supports them to build and develop relationships with peers. Activities where children are encouraged to spend time together also builds up communication skills, whether this is through verbal or non-verbal methods and develops understanding of rules and instructions. Sand and water play enables young people to engage in tactile, sensory activities which in turn can offer a calming experience in a minimally restrictive natural environment. In addition to the social and communication development this type of play also supports gross and fine motor movements, encourages creativity and supports in the development of children’s imagination and understanding of cause and effect. Water wall/fountain will provide a calming, relaxing sensory experience to provide tactile exploring. It will also offer a safe space for children and young people to de-regulate and develop skills and strategies to prevent and manage crisis behaviours. Using a large water wall as a divider in the garden will also provide a more visually stimulating piece of furniture which will offer opportunities for children and young people to share experiences, develop communication and encourage social interactions with each other.

06 Appendix 1



Disabled swing will provide sensory stimulation and vestibular input – the feeling of movement and motion throughout the body. This is especially beneficial for children and young people with limited movement and physical abilities as a basket swing offers the opportunity to sit or lie in the swing and get the sensations and freedom of movement they are unable to access from being in a chair. It will provide either a calming, relaxed sensation to reduce stress and anxiety in children and young people whilst also offering a stimulating experience for those who seek more sensory input. The swing will also give opportunities for children and young people to share spaces, work together and develop turn taking and waiting skills. All of which are essential to their social development and learn skills that others see as appropriate and acceptable behaviours when out in the community, ensuring that they become valued members of society.

06 Appendix 1



Stage area will encourage children and young people to develop their creativity and imagination, whilst also providing opportunities to socialise and engage in activities and events with both peers and staff. It will offer an inclusive space for all children to participate in group activities whatever their disability, for instance playing musical instruments and creating their own band or putting on a show. Research shows that engaging in activities outdoors helps relieve anxiety and stress and encourages children and young people to interact with each other. This stage will provide an ideal base for this by offering the space alongside props and resources to encourage parallel and interactive play opportunities. This in turn will encourage children and young people to build up their self-esteem and confidence in a variety of situations and provide them with the foundation and skills to establish appropriate relationships with others.



06 Appendix 1

An inset trampoline will enable the children and young people of all abilities the sensory stimulation they need to manage their sensory requirements. It will also provide an opportunity to offer rebound therapy sessions for our young people. Rebound therapy has been shown to promote movement and improve muscle tone and balance and benefits children and adults across a whole spectrum of disabilities and additional needs. It also helps to build up trust and develop relationships with others, whilst also improving children’s own confidence and self-esteem. Trampolines and rebound therapy have also been shown to help develop communication and concentration skills whilst also providing a safe activity for children and young people to deregulate and manage their emotions.

06 Appendix 1



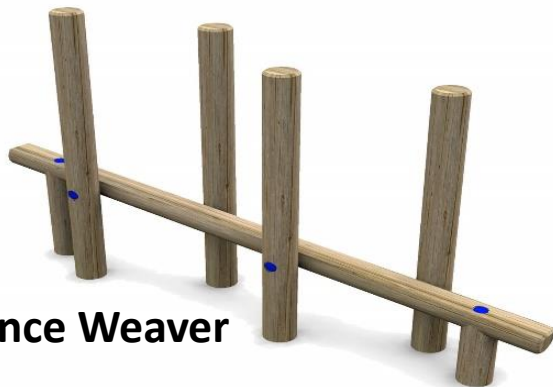
Climbing apparatus can provide children and young people with opportunities to take and manage their own risks within a safe and supervised environment. It will provide support for them to recognise and identify their own feelings of safety and danger and develop problem solving skills and confidence to overcome challenges safely. This equipment will help with both fine and gross motor movements and help to develop coordination, balance and spatial awareness. In addition to the physical benefits the opportunity to climb and balance supports mental and cognitive development. It has been shown to help children with sensory needs, anxiety and to develop independence and confidence, whilst providing the chance to work alongside and with others to establish relationships and trust in each other.

06 Appendix 1



By providing such a rich inclusive outdoor environment all children and young people who access the YPAT service are offered opportunities to engage in play and activities which will enable them to flourish and develop skills in a safe and secure environment. The new outdoor activity space will provide both fun and challenge to encourage self-esteem, confidence and independence to disabled children and young people who have limited access to these facilities within community settings.

06 Appendix 1



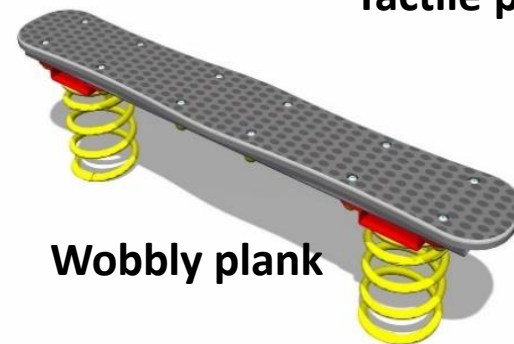
Balance Weaver



Tactile post



Track



Wobbly plank

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Name of meeting: Children’s Scrutiny Panel

Date: 6th September 2022

Title of report: Special Educational Needs and Disabilities (SEND) Inspection – Action Plan and Inspection Outcomes

Purpose of report: For Children’s Scrutiny Panel to:

1. Note the outcome of the recent Ofsted /CQC Kirklees SEND Area Partnership Inspection (attached as Appendix 1)
2. Comment and advise on:
 - a) The improvement priorities identified in the inspection
 - b) Understand how the specific improvement areas identified contributing to the wider SEND transformation programme.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Not Applicable
Key Decision - Is it in the <u>Council’s Forward Plan (key decisions and private reports)?</u>	No – The SEND inspection is not on the Council’s Forward Plan
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by <u>Strategic Director</u> & name	Service Director Tom Brailsford 13.08.22
Is it also signed off by the Service Director for Finance?	Service Director Jo-Anne Sanders 6.08.22
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Not applicable
Cabinet member portfolio	Cllrs Carole Pattison & Viv Kendrick

Electoral wards affected: ALL

Ward councillors consulted: N/A

Public or private: Public

Has GDPR been considered? Yes, no GDPR issues are contained in the report

1. Summary

Between 7th and 11th February 2022, Ofsted and the Care Quality Commission (CQC), conducted an unannounced joint inspection of the local area partnership of Kirklees to judge the effectiveness of the area in implementing the special educational needs and/or disabilities (SEND) reforms as set out in the Children and Families Act 2014.

On the 25th May 2022 the inspection report for Kirklees was published and as a result of the findings of this inspection and in accordance with the Children Act 2004 (Joint Area Reviews) Regulations 2015, Her Majesty's Chief Inspector (HMCI) determined that a Written Statement of Action (WSOA) is required because of two significant areas of weakness in the local area's practice. The local authority and the area's clinical commissioning group are jointly responsible for submitting the written statement to Ofsted.

These areas of weakness are:

- *The poor delivery of the HCP which does not support the identification of SEND in children at the earliest opportunity consistently.*
- *Weaknesses in the area's ability across services and within settings to identify and meet the needs of children and young people with SEND who are in mainstream settings.*

Kirklees as a SEND partnership accepts and values the assessment and feedback provided by independent inspection. We recognise that it provides an important benchmark in the implementation of the 2014 SEND reforms.

This report provides the context to the inspection and outlines the approach to SEND transformation which predates the inspection outcome and shows these identified issues are already being addressed.

This report should also be read in conjunction with Young People Activity Team (YPAT) Scrutiny Report also tabled for the 6th September session.

2. Current position

As a SEND partnership, key stakeholders and organisations in Kirklees have been clear and consistent over time about the strengths and developments areas for the provision of SEND services and support across the locality. In 2021 Kirklees produced a plan to strengthen and improve some of its SEND services. The *Kirklees Transformation Plan*, building upon the previous 10 Point Plan, drawing together a range of SEND improvement activity into one single programme (attached as Appendix B). It outlined that "our assessment that in Kirklees there is much good practice and improvement since 2014. There are areas, however, where there is more to be done and therefore there will be some inconsistency in children's and family's experiences of SEND related services."

The single plan summarised the challenges as follows:

“We have examples of good services, but we are aware of the challenges across Kirklees:

- Consistency and quality across services. We also struggle to capture our impact
- Model of Practice - Our research into our cases show we could have intervened earlier (73%)
- Sufficiency – we lack enough capacity in all settings and placements across our SEND system
- Exclusions – too many of our young people with SEND needs are excluded from their settings
- Moving towards adulthood requires a more holistic approach from a younger age and more consistent co-production
- Some of our systems and services are under pressure particularly as a result of the impact of Covid-19”

Inspectors spoke with a wide range of people, including children and young people with SEND and their parents and carers. They also reviewed performance data and evidence about the local offer and joint commissioning. It is important to note that the inspection covered a five-year period and some of the feedback does not represent current practice. Essentially, the recent inspection confirmed the partnership’s self-assessment.

The inspectors in their report outlined they saw many strengths including

- Additional needs being identified promptly and effectively by early years staff
- Close working and a productive relationship with the parent/carer forum PCAN (Parents of Children with Additional Needs)
- Children and young people with physical disabilities having ready access to equipment that supports their care and independence
- Improving children’s lives through high-quality support for visual and hearing impairments
- In special provision, and in some further education provision, children and young people are making very good progress
- Projects being developed which prepare young people with SEND for work.

The inspection also confirmed however our analysis there were several areas of weakness in our provision for children and young people with SEND, mirroring our self-assessment. The Transformation Plan already had detailed work programmes in place to address these concerns. The workstreams within the programme are identified below in *Fig. 1* along with key enablers to deliver the programme.

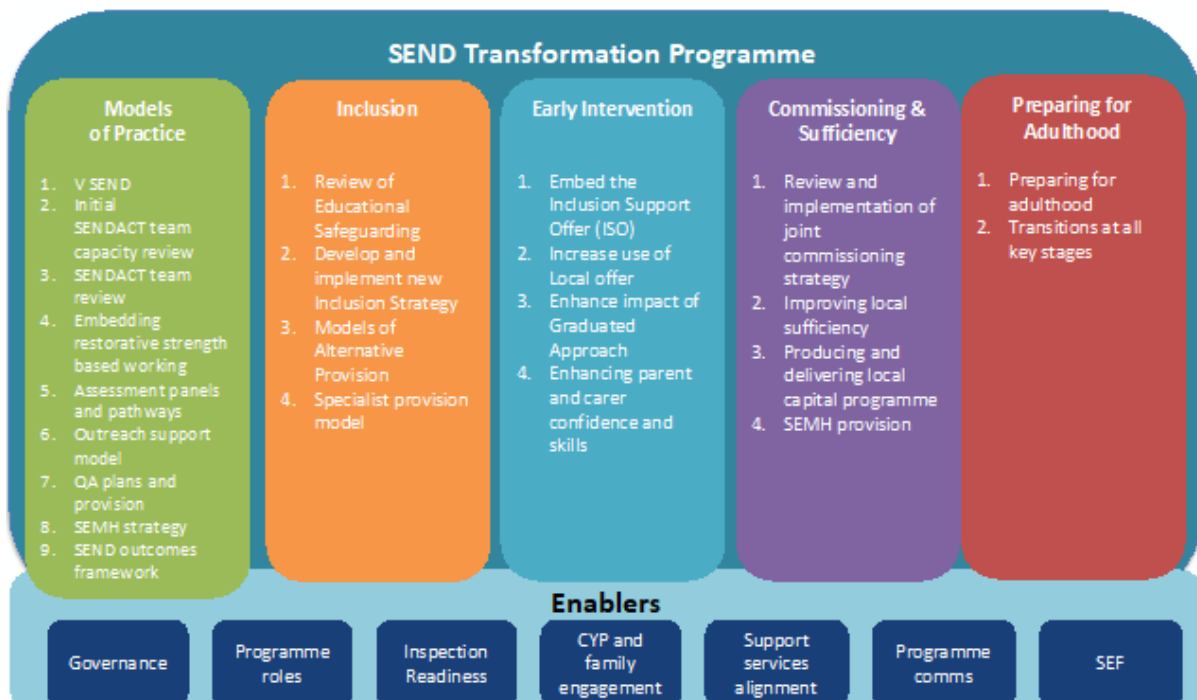


Fig. 1

The one area that was highlighted by the inspectors which is not part of the transformation plan activity was in relation to the Healthy Child Programme. This is a universal service which covers a range of provision and areas. The inspection particularly focused on the low percentage take up of mandatory key early years checks. A detailed action plan is being developed to address these concerns and will be incorporated into a refreshed and updated Transformation Plan in Autumn 2022.

Our SEND improvement work also encompasses Safety Valve Funding initiative. In 2020-21, the Department for Education introduced the “safety valve” intervention programme for those local authorities with the very highest percentage DSG deficits, recognising that help would be needed for these authorities to turn things around in a short space of time. The programme is run through the Education and Skills Funding Agency (ESFA) and required those local authorities who wanted to participate to develop substantial plans for reform to their high needs systems and associated spending, with support and challenge from the department, to rapidly place them on a sustainable footing.

Kirklees LA prepared a bid to access this additional funding in Wave 2 of the scheme, an acknowledgement that there were insufficient resources to meet our aspirations on current central government funding arrangements. The proposal was specifically targeted at increasing our capacity in relation to special schools and alternatively resourced provision (ARP). Both these educational settings were positively reviewed by the inspection and the bid sought to increase capacity across Kirklees.

The Department for Education accepted the application from Kirklees for children with Special Educational Needs and Disabilities (SEND). The proposals are based on investing an additional £33.5 million in local education and increasing the amount of SEND support in the district’s mainstream and special schools. Proposals will see

new ARPs at a range of existing schools across Kirklees. They will provide additional support for children and young people with Complex Communication and Interaction Needs; Social, Emotional and Mental Health Needs; and Cognition and Learning Needs. The proposals are aligned to the deliver Transformation Plan aspirations and objectives.

Our Kirklees Futures initiative is a key strand of our improvement work. As part of the commitments identified for 2030 we are striving to reducing both exclusions and suspensions as part of Inclusion strategy because we understand the impact this has on educational chances and outcomes. Our SEND cohort is disproportionately affected by these measures. Reducing the numbers of exclusions and suspensions is a key strand in promoting better outcomes at all stages for young people and promoting independence.

These existing plans already largely address and are tackling the issues highlighted by the inspection. They will provide the basis for the required “Written Statement of Action” required by the Ofsted/CQC. The work on the Healthy Child Programme, being led by Public Health, will be integrated within existing improvement activity to ensure there remains a holistic and systemic approach to the work in improving the outcomes for Children with SEND.

At the time of writing this report the final objectives for the WSOA action have yet to be agreed with Ofsted/DfE by the 12th September. The draft objectives will be taken to the SEND transformation and commissioning group on the 8th of September for discussion which Scrutiny members have been invited to for input and discussion.

3. Information required to take a decision

A decision is not required, but comment from Children’s Scrutiny Committee on the on the Inspection and Transformation programme is welcomed. Oversight of the work resides principally with Joint Health & Wellbeing Board and the Cabinet Assurance Board.

4. Implications for the Council

3.1 Working with People

A key driver of the Childrens and Families Act 2014 was to ensure that co-production and engagement took place with children and their families in identifying their needs and support.

As a partnership we understand and recognise the importance of co-production and design. We are committed to maintaining and deepening the quality and consistency of our co-production and design approach and this takes place at different levels. All our key strategic developments such as our Inclusive Ambitions, the Local Offer and commissioned services service seek to ensure that the voice of children/young people and parent/carers is at the heart of our design and what we seeking to deliver reflects their needs.

One of our most important relationships is with Parents of Children with Additional Needs -PCAN which is an independent, parent led-forum for all parents and carers of children/young people (aged 0-25 years) with additional needs in Kirklees. PCAN welcomes any parent or carer, whether they are just becoming aware that their child may have additional needs or whether they have a child with a confirmed diagnosis.

We have worked closely with PCAN over a number of years to co-produce a range of services and provision, ensuring that feedback from users both helps to develop and improve services. The most significant of these co-productions are the Kirklees SEND Strategy and the development of the Local Offer.

Our focus on early intervention, developing increased capacity and sufficiency in resources and settings and investing to reduce waiting times are as a direct result of ongoing engagement with families and young people.

3.2 Working with Partners

This report has emphasised throughout the response of the Kirklees SEND Partnership in relation to SEND. The recent inspection was not an inspection of a single agency but of how the Kirklees SEND system is working. Key partners include a range of health providers and the CCG (now West Yorkshire Integrated Care Systems). All educational settings are key partners including pre-school, mainstream schools and post 16 provision as well as special schools. The age range for SEND is 0-25 which means services cover both Children and Adults Directorates and settings.

The governance arrangements for SEND reflect the need for partnership working with the ultimate responsibility residing in the Health and Wellbeing Board. Developing our SEND provision was also a key focus for the Joint Senior Leadership Team of LA and Health partners.

Our key documents and strategies are the result of extensive partnership consultation and co-production with families, carers, young people and children.

a. Place Based Working

The Kirklees SEND provision across Kirklees has a complex footprint and this has been recognised for sometime. This is due in part to a range of service providers in different areas of Kirklees as well the fact that for health a range of agencies have responsibility across Kirklees. There are also issues in educational settings' capacities. Our improvement priorities are designed to address these issues and to tackle some of the inconsistencies that have been identified.

b. Climate Change and Air Quality

Whilst the SEND transformation work does not directly identify issues of climate change and air quality many of the projects and priorities will make a contribution. This is most obviously in the area of transport where the ambition to ensure children are educated wherever possible in Kirklees will reduce journey times and pollution. All new builds will conform to best practice environmental requirements and help to reduce our carbon footprint

c. Improving outcomes for children

Our partnership vision in Kirklees for Children and Young People is that they have the best start in life. Our aspirations for children and young people with SEND are not different to all children and this receives the highest priority from all our partners. We are proud of the partnerships that are at the heart of services and understand that our successes are based on working with families building on their strengths.

We recognise that delivering the best outcomes for all our children, and as they prepare for adulthood with SEND is a significant challenge which many authorities and partners face. Our plans outline how we approach these challenges and the opportunities there are to improve our work. It has a focus on outcomes for people. We will concentrate our energy and resources on the things that make a difference to people's lives. Through implementing change and transformation, we are seeking to improve the life experiences and chances of a cohort of young people who consistently benchmark below their peers in relation to educational attainment and employment prospects.

d. Other (e.g. Legal/Financial or Human Resources) Consultees and their opinions

The scope and range of the SEND transformation programme has significant financial impact for Kirklees. As well as additional resources to help reduce waiting times and improving capacity across the partnership there is significant additional resources being provided through the Education and Skills Funding Agency. Our submission for these extra resources has been developed in consultation with Finance colleagues to ensure that it is robust and fully costed. There will be regular external monitoring of the key deliverables in the Safety Value and the Written Statement of Action to ensure that progress is made, and target dates are met.

5. Next steps and timelines

The Written Statement of Action needs to be agreed with Ofsted in September 2022. The Transformation Plan will be refreshed in the Autumn 2022 to reflect the progress made to date, outline new stages and actions and to incorporate the Healthy Child Programme into the plan.

6. Officer recommendations and reasons

That Children's Scrutiny Panel:

- Note the contents of the content of this report on the SEND inspection outcomes
- Comment and advise on:
 - a) The plans to help improve the outcomes and opportunities for children and young people with SEND
 - b) The response to Ofsted/CQC inspection

7. Cabinet Portfolio Holder's recommendations

Scrutiny is asked to note the report and give views on the approach outlined.

8. Contact officer

Paul Harris – Head of Service, Improvement, Partnership and Voice

9. Background Papers and History of Decisions

Appendix 1 Kirklees Area SEND Inspection Outcome

Appendix 2 Kirklees SEND Transformation Plan – 2021

10. Service Director responsible

11. Jo-Anne Sanders – Service Director – Learning and Early support

Tom Brailsford – Service Director – Resources, Improvement and Partnerships

Ofsted
Agora
6 Cumberland Place
Nottingham
NG1 6HJ

T 0300 123 1231
Textphone 0161 618 8524
enquiries@ofsted.gov.uk
www.gov.uk/ofsted
lasend.support@ofsted.gov.uk



25 May 2022

Mel Meggs
Strategic Director Children and Families
Directorate for Children and Young People
Civic Centre
Ground Floor
1 High Street
Kirklees
HD1 2NF

Carol McKenna, Kirklees Clinical Commissioning Group Chief Officer
Paul Harris, Local Area Nominated Officer, Kirklees Council

Dear Ms Meggs and Ms McKenna

Joint area SEND inspection in Kirklees

Between 7 and 11 February 2022, Ofsted and the Care Quality Commission (CQC), conducted a joint inspection of the local area of Kirklees to judge the effectiveness of the area in implementing the special educational needs and/or disabilities (SEND) reforms as set out in the Children and Families Act 2014.

The inspection was led by one of Her Majesty's Inspectors from Ofsted, with a team of inspectors including an Ofsted Inspector and a children's services inspector from the CQC.

Inspectors spoke with children and young people with SEND, parents and carers, local authority and National Health Service officers. Inspectors visited a range of providers and spoke to leaders, staff and governors about how they were implementing the SEND reforms. Inspectors looked at a range of information about the performance of the area, including the area's self-evaluation. Inspectors met with leaders for health, social care and education. Inspectors reviewed performance data and evidence about the local offer and joint commissioning.

As a result of the findings of this inspection, and in accordance with the Children Act 2004 (Joint Area Reviews) Regulations 2015, Her Majesty's Chief Inspector (HMCI) has determined that a Written Statement of Action is required. This is because of significant areas of weakness in the area's practice. HMCI has also determined that

the local authority and the area's clinical commissioning group are jointly responsible for submitting the Written Statement of Action to Ofsted.

In reaching their judgements, inspectors took account of the impact of the COVID-19 pandemic on SEND arrangements in the area. Inspectors considered a range of information about the impact of the pandemic and explored how the area's plans and actions had been adapted as a result.

This letter outlines our findings from the inspection, including some strengths and areas for further improvement.

Main Findings

- Area leaders have had mixed success in implementing the 2014 SEND reforms. Long-standing gaps in sufficiency of special school places have limited the support available to children and young people. Families have experienced barriers in accessing the support they need in a timely manner. Leaders now have plans in place to increase the provision of special school places. Their understanding of the areas needing improvement is largely accurate. They have placed a stronger emphasis on SEND in key improvement strategies across Kirklees. Nevertheless, much remains to be done for these plans to enhance the lived experience of children and young people with SEND.
- There are weaknesses in how well professionals identify the needs of children and young people with SEND. For example, the different elements of the Healthy Child Programme (HCP), a series of screening, health and development checks for young children, are not implemented consistently. This limits opportunities to recognise additional needs at the earliest opportunity.
- In some areas, leaders are building the expertise of their workforce effectively. For example, the early years team provide SEND training for staff in early years settings. This is beginning to improve how children's needs are met and assessed in these settings.
- Many parents express dissatisfaction with their experience of the SEND system in Kirklees. They feel they have to fight to get the help that they need. Families of children and young people with SEND are frustrated with the long waiting times for the services they need. The disruption caused by COVID-19 has increased these waiting times.
- Leaders recognise the importance of co-production (a way of working where children, families and those that provide the services work together to create a decision or a service that works for them all) and have made some steps towards this. Leaders have developed a productive relationship with the parent carer forum, Parents of Children with additional needs (PCAN). Leaders have worked closely with PCAN in the development of the revised online local offer. During the pandemic, PCAN members met regularly with the local

commissioning team to explore alternative ways of supporting children, young people and families. Leaders accept that systems to capture the voice of children and young people are not in place fully. This remains a priority for development. The restrictions caused by COVID-19 have made this more difficult.

- There are inconsistencies in how well young people with SEND are prepared for adulthood. Support from the Adult Pathway Team arrives too late for some families and the transition to some adult health services is difficult for young people with SEND. In contrast, children and young people in specialist settings benefit from effective careers guidance. This helps children and young people with SEND to move into further education and training.
- Despite recent improvements, children and young people with SEND in Kirklees in mainstream settings have been more likely to be suspended from school than their peers nationally. Other educational outcomes for children and young people with SEND, particularly those at SEND support, are too often below those of which they are capable.

The effectiveness of the local area in identifying children and young people's special educational needs and/or disabilities

Strengths

- Leaders recognise the importance of early identification of needs for children and young people with SEND. They have expanded the role of the early years team to better support practitioners across a wide range of settings. This is helping early years staff to identify additional needs promptly and effectively.
- In specialist provision for children and young people with social, emotional and mental health (SEMH) needs, staff are quick to determine any previously unidentified needs. They unpick underlying learning requirements and put the right support in place.
- Leaders have prioritised the early identification of children and young people who have SEMH difficulties across all ages. Leaders have provided training which is helping staff to better identify needs.
- In those instances where the needs of young children are identified early, parents told inspectors that this enabled the right support to be put in place. Such early identification supports children's progress and wider development.
- Staff from specialist provision work with teachers in mainstream schools to help them to identify and meet the needs of children and young people with sensory impairment and/or physical disabilities. This expertise is helping teachers in mainstream schools to improve the support available for children and young people with these needs.

Areas for development

- Many parents express concern that their child's special educational needs are not identified in a timely or accurate manner. In some cases, parents have paid for private health assessments to overcome delays. This contributes to frustration for parents and delays in children and young people's needs being identified.
- Children and young people's needs are not identified consistently in the primary phase of education. This is placing increasing pressure on the system when children and young people arrive at secondary school. There are delays in children and young people receiving the support that they need.
- Practitioners supporting children and young people aged 0 to 19, including practitioners formerly known as health visitors, do not currently offer an antenatal review to all expectant parents. This service has been significantly affected by COVID-19. This is limiting opportunities for the early identification of SEND and other vulnerabilities.
- Leaders do not ensure that the elements of the HCP are implemented consistently in line with national benchmarks. These include those checks at the two and two and a half-year point. In addition, children across the area are not offered routine screening for hearing impairment at the point of school entry. This reduces the ability of professionals to identify children with SEND at the earliest opportunity.

The effectiveness of the local area in meeting the needs of children and young people with special educational needs and/or disabilities

Strengths

- Leaders have worked with PCAN to ensure that the website used to promote the Kirklees local offer is accessible and has a wide range of relevant information. The website is now used more widely than before by parents to get information about services for children and young people with SEND.
- Families benefit from impartial guidance from the Kirklees SEND Information and Advice Service (KIAS). Effective leadership has improved the support KIAS provides to parents. This is reflected in the increased use of this service in recent years.
- Leaders worked with parents to improve access to specialist equipment, such as orthotics, spinal jackets and wheelchairs, for children and young people with SEND. Families and health practitioners appreciate that access to equipment such as wheelchairs is much better than it was previously. Children and young people with physical disabilities have ready access to important equipment that supports their care and independence.

- Leaders and professionals have jointly commissioned occupational therapy support for children and young people with sensory needs. This is enabling children and young people to have their needs met locally. Many parents told inspectors how high-quality support for visual and hearing impairments had improved their children's lives.
- Leaders have commissioned services jointly to improve mental health support for children and young people with SEND. This includes training for school staff and provision of an online counselling service that children and young people can access directly. School staff value the quality of this training. It is helping them to better understand the challenging behaviours that children and young people can present when their needs are not met. Leaders have introduced additional services to support children and young people with SEND who are in crisis. This is reducing hospital attendance through better service provision being available in the community.

Areas for development

- Leaders have been slow to implement key roles to coordinate the provision of SEND services since the reforms of 2014. Although the roles of the designated medical officer and the designated clinical officer have been created, these roles have had little impact on strategic planning. Leaders do not use data consistently to inform the delivery of key services.
- Leaders have experienced challenges over time in providing sufficient provision to meet the needs of children and young people with SEND. For example, availability in special school settings does not meet needs in Kirklees. In addition, access to education psychology services is too often limited.
- Leaders have experienced disruption to the SEND Assessment and Commissioning Team. This has resulted in delays to the issuing of new education, health and care (EHC) plans. The paperwork for annual reviews is not completed and returned promptly. Sometimes, these reviews are not returned before the next annual review is due to take place. This creates uncertainty for parents who worry that professionals may not be acting on the advice provided in these reviews.
- Health reports are not consistently received before final EHC plans are produced. This affects how consistently the health needs of children and young people with SEND are met.
- Children and young people with SEND do not consistently receive the support they need promptly. Waiting times for access to important health services are too long. This includes access to child and adolescent mental health services, neurodevelopmental pathways and speech and language therapy. The average waiting time for autistic spectrum disorder is 90 weeks. A waiting time of 194 weeks currently exists for young people aged 19 to 25 waiting for a diagnosis

of attention deficit hyperactivity disorder. Such delays mean that important needs of children and young people with SEND are not met over time. These delays cause distress for many children, young people and families.

- Children and young people with SEND who are open to the youth justice service have to wait too long for access to some health services, such as speech and language therapy. These children and young people are placed on generic health waiting lists due to professionals no longer working directly in the youth justice service. This delays some young people receiving the help they need.

The effectiveness of the local area in improving outcomes for children and young people with special educational needs and/or disabilities

Strengths

- In special provision, and in some further education provision, children and young people are making very good progress. They are securing relevant qualifications and gaining self-confidence. They are supported to learn how to manage their feelings and behaviour. There is a focus on next steps with effective careers advice to prepare young people for the experiences of a work environment.
- Young people with SEND on more advanced level 3 courses in post-16 settings are achieving improving outcomes, particularly those on SEND support.
- Parents are highly appreciative of the guidance offered by the visual impairment team. This support has helped children and young people to develop confidence and independence.
- Leaders have developed projects which prepare young people with SEND for work. Up to 20 supported internships are available in the council and in local hospitals. Young people with SEND are very enthusiastic about the support they receive during their work placements. This support gives them confidence as they plan their next steps.

Areas for development

- Over time, outcomes for children and young people with SEND have not been good enough. Between 2017 and 2021, outcomes at key stage 4 have been particularly weak for young people at SEND support. Young people at SEND support also achieved weak post-16 outcomes in level 2 qualifications. Figures for the progression of young people at SEND support to further education, employment and training were poor in 2019 and 2020. They improved in 2021. Over time, the area's ambition for children and young people with SEND has not been realised in their educational outcomes.

- Despite recent improvements, too many children and young people with SEND in Kirklees are suspended or permanently excluded from school.
- A lack of timely response has had a negative impact on the progress and independence of children and young people with SEND. School special educational needs coordinators spoke of occasions where they have called urgent reviews but received no response from the area. This has contributed to problems with attendance at school for some young people. Failure to amend EHC plans has undermined independent travel arrangements and access to support for some young people with SEND.
- Some health professionals informed inspectors that transition to some adult services is difficult. Young people with SEND have to begin the referral process once again to access some adult health services. This can cause delays and frustration for young people with SEND.
- Leaders do not use data well to measure the effectiveness of the provision of health care services. As a result, they do not have a clear picture of the effectiveness of SEND services and provision.

The inspection raises significant concerns about the effectiveness of the area

The area is required to produce and submit a Written Statement of Action to Ofsted that explains how the area will tackle the following significant weaknesses:

- The poor delivery of the HCP which does not support the identification of SEND in children at the earliest opportunity consistently.
- Weaknesses in the area's ability across services and within settings to identify and meet the needs of children and young people with SEND who are in mainstream settings.

Yours sincerely

Malcolm Kirtley
Her Majesty's Inspector

Ofsted	Care Quality Commission
Katrina Gueli, Regional Director	Manir Hussain, Deputy Chief Inspector, Primary Medical Services, Children Health and Justice
Deborah Mason, Ofsted Inspector	David Roberts, CQC Inspector

Cc: Department for Education
Clinical commissioning group
Director of Public Health for the area
Department of Health and Social Care
NHS England

SEND Transformation Plan



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1. Foreword

Our partnership vision in Kirklees for Children and Young People is that they have the best start in life. Our aspirations for children and young people with SEND are not different to all children and this receives the highest priority from all our partners. We are proud of the partnerships that are at the heart of services and understand that our successes are based on *working with families* building on their strengths.

The coronavirus pandemic has clearly brought unprecedented challenges to the way in which we deliver services and the way in which we work, particularly during our response to the initial crisis. As a partnership we are proud of the way we have supported and helped to minimise the impact and disruption that Covid-19 has brought.

We recognise that delivering the best outcomes for all our children with SEND is a significant challenge which many authorities and partners face. Our plan outlines how we approach these challenges and the opportunities there are to improve our work. It has a focus on outcomes for people. We will concentrate our energy and resources on the things that make a difference to people's lives.

Through implementing change and transformation, we are seeking to improve the life experiences and chances of a cohort of young people who consistently benchmark below their peers in relation to educational attainment and employment prospects. Our transformation programme is seeking to deliver culture change in how we do things as much as systemic improvement across the system. This work is a critical strand to our work in addressing inequalities in society.

Our focus will be on early intervention and supporting co-production and design, the approach we are developing illustrates our organisational commitment to working with families, partners, stakeholders and communities of interests. This is highlighted in the development and agreement of a set of "Shared Ambitions" across the Kirklees SEND partnership.

We are proud of our workforce across the partnership and we have demonstrated in a number of areas both innovation and highest quality provision. We also know however that not all of our provision and outcomes are consistently good and we are aware there is more to be done to achieve our aspirations.

As a partnership we continue to strive to deliver outstanding services and outcomes for our children and young people, and in particular our children and young people with additional needs.

Our improvement work has driven progress in meeting the needs of children and young people with additional needs, but we recognise that we need to go even further as a whole system with our transformation programme to meet the high aspirations we have locally for our children and families. This is our challenge.

There are many opportunities across our local system to fulfil our aspirations. This plan sets out our ambitions, how we will build on our foundations and how we will improve.



CLr Viv Kendrick
Cabinet Member for Children's Services



CLr Carole Pattinson
**Cabinet Member for Learning,
Aspiration and Communities**



Mel Meggs
Director of Children's Services



Carol McKenna
Chief Officer
**Greater Huddersfield & North
Kirklees CCGs**

2. Introduction

Our vision for children and young people in Kirklees is that they have the best start in life. We want our young people to be proud to come from Kirklees and its localities. We want confident children ready to do well throughout their schooling and in life. We want to see our children making good progress and achieving the best outcome, with improved life chances for everyone. Our aspirations for children and young people with SEND are no different from what we would want for all children.

We know that delivering the best outcomes for all our children with SEND is a significant challenge which many authorities and partners face. Across the partnership we have taken an open and honest approach in relation to the progress made. We know the SEND reforms were introduced in 2014 and therefore by 2021 these should be embedded. Like many areas, and this is a national trend, we have found the SEND reforms challenging for a variety of factors including the impact of Covid-19.

It is our assessment that in Kirklees there is much good practice and improvement since 2014. There are areas, however, where there is more to be done and therefore there will be some inconsistency in children's and family's experiences of SEND related services.

The Kirklees SEND context

- Based on School Census, 2021, there are 67,336 pupils on roll at Kirklees maintained schools and academies, including nursery schools and pupil referral units.
- Around 1 in 8 (15%) have some level of special educational need or disability (SEND). This equates to around 9,797 children locally
- Around 1 in 10 (11% - similar to National 12%), with an increase from 10% in 2015, of pupils on roll at Kirklees maintained schools and academies, have a SEND requiring Special Education Needs (SEN) support. This equates to around 7,574 children, of whom there are more of primary school age (4,724) than secondary school age (2,609)
- There are 2,223 pupils on roll at Kirklees maintained schools and academies (3.3%, similar to National 3.7%, with an increase from 2.8% in 2015) who have an Education, Health and Care Plan (EHCP). EHCPs were introduced from September 2014 as part of a range of SEND reforms. Prior to this, children had 'statements' of SEN.
- Numbers of pupils in Kirklees LA schools and academies with an EHC Plan have increased by 21% since January 2015 to January 2021 (National increase 40%)

Our Challenges

Whilst facing demand pressures, we also recognise that more could be done in the local SEND system to improve outcomes and results. As a partnership we have already undertaken extensive work to address these challenges and have achieved significant successes over the past two years. We recognise, however, that there are opportunities to go further. Some of these challenges are as follows:

We have examples of good services but we are aware of the challenges across Kirklees:

- Consistency and quality across services. We also struggle to capture our impact
- Model of Practice - Our research into our cases show we could have intervened earlier (73%)
- Sufficiency – we lack enough capacity in all settings and placements across our SEND system
- Exclusions – too many of our young people with SEND needs are excluded from their settings
- Moving towards adulthood requires a more holistic approach from a younger age and more consistent co-production
- Some of our systems and services are under pressure

Our Approach

To support this ambition a review of the SEND system in Kirklees was carried out between March – October 2020, with the aim of understanding:

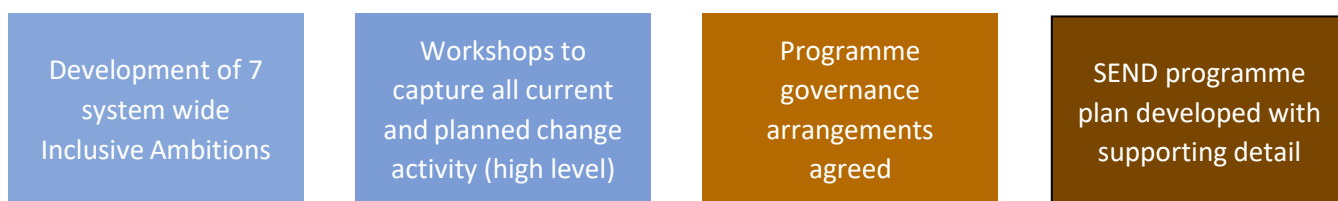
1. Where are the opportunities to identify alternative ways to support children and young people with SEND that will help them achieve the best outcomes?
2. What specific interventions could make a difference? When in the child/young person’s journey would these make the difference?
3. What are our ambitions across different elements of the SEND system for children and families in Kirklees?
4. How are we using our resources at present, is this the most effective use and is it sustainable in the long-term.

The level of opportunity, coupled with the extent of work already underway in the system, has highlighted the need for the following:

- A shared programme to deliver the Inclusive Ambition for our children, young peoples and families with additional needs
- A single programme plan that pulls together all our SEND change activity
- Our plan is ambitious and delivered with pace whilst importantly ensuring that our work is sequenced so interdependences between programmes are accounted for

This transformation programme has evolved from our previous 10 point improvement plan and has been developed on a planned basis over the past six months, with the key steps set out below. The programme has been shaped concurrently with ongoing day to day activity, enabling the programme approach and targeted interventions to deliver impact as we develop the programme direction.

FIGURE 1: PROGRAMME PLAN KEY STEPS



3. Seven system wide inclusive ambitions

Partners recognised as a clear priority for us is to work closely across the system to achieve the transformation required. We know working with complex systems is difficult and the challenges across Health, Education and Social Care are real. Our aspiration is to simplify this complexity for children, young people and families and ensure integrated provision. To do this it is crucial that we continue to build upon relationships across the system and have a shared vision of what we are trying to achieve.

To help us with this we have developed a series of Inclusive Ambitions. These are measurable ambitions which we can all work towards together. The ambitions recognise whilst there are different national and local contexts and pressures for partners, we must work as one system unified by inclusive ambitions which all partners have developed.

The seven summarised ambitions captured below were developed with system wide involvement including health and social care partners in 2020/2021.

-
- 1 Responsive and holistic early intervention
 - 2 Culture of trust with parents and families
 - 3 Inclusive practice in the community and within education settings
 - 4 CYP thriving in education settings and celebrating more holistic outcomes and achievements
 - 5 An integrated system
 - 6 Embedding a shared culture of proactivity, holistic skills and knowledge
 - 7 Supporting children to have clear aspirations with a focus on preparing for adulthood
-

4. Programme principles, structure and workstreams

Programme design and delivery focus has been shaped by three key questions:

- Is the proposed activity consistent with ‘no decision about me without me’?
- Would this be good enough for my child?
- Will the proposed programme activities support the delivery of the Inclusive Ambition?

To inform programme design and planning a series of programme principles were identified. The principles represent both; ways of working with and support the outcomes of children and young people, and how the programme will operate, drive accountability and celebrate success.

FIGURE 2: PROGRAMME PRINCIPLES

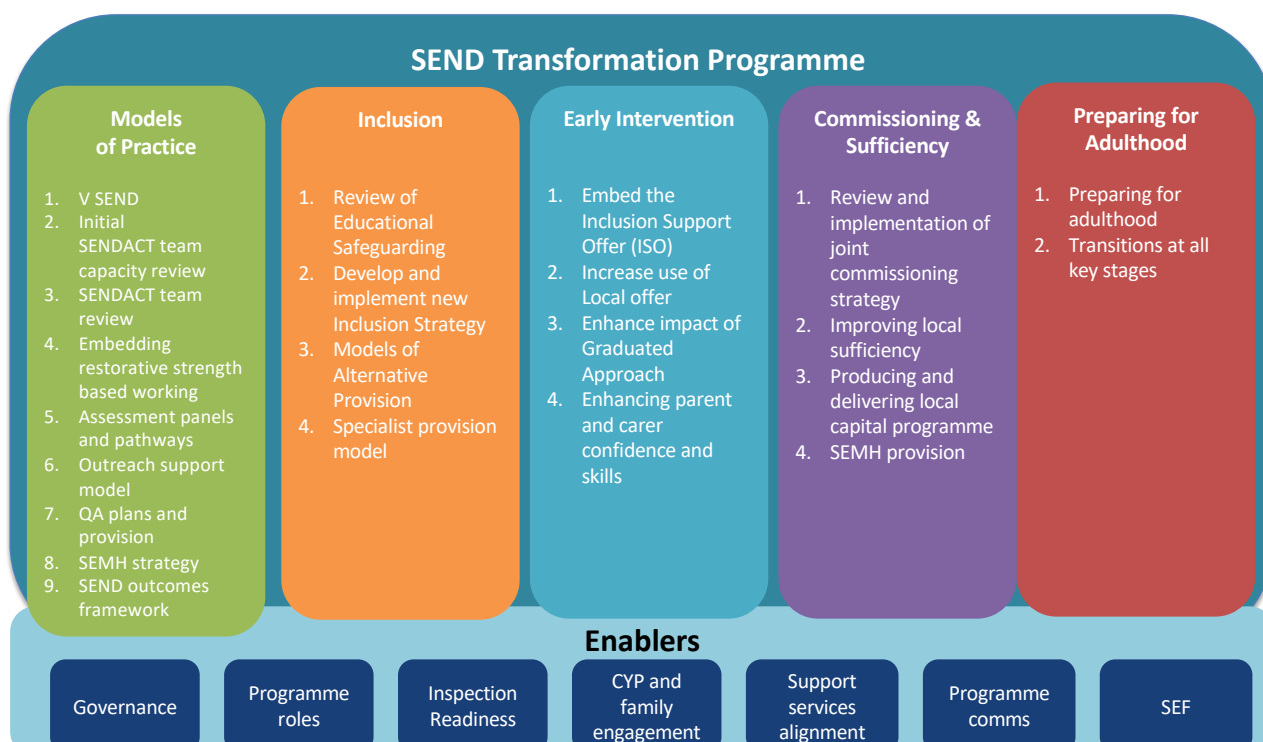
#	Principle	#	Principle
1	Holistic early intervention	10	Young people’s voices / engagement
2	Culture of trust	11	Demonstrable benefit / outcomes
3	Inclusion throughout the community	12	People / place partnership
4	Responsive provision to need	13	Evidence based decision making
5	Integrated support	14	System transparency
6	Empowered and strength based practice	15	Realism and deliverability
7	High aspiration	16	Accountability and challenge
8	Tackle inequalities	17	Celebrate success
9	Co-production	18	Awareness of unintended consequences

As a programme we must constantly challenge ourselves – would this be good enough for my child?

Programme shaping and planning activity has identified five delivery workstreams together with an enabling workstream.

This provides an overarching programme structure with clear points of ownership, that can be effectively communicated to stakeholders throughout the system.

FIGURE 3: PROGRAMME STRUCTURE



The delivery workstreams have been defined to reflect the targeted change throughout the local SEND system, whilst partially aligning to current operational structures to provide clarity of ownership and focus.

Workstream leads have been appointed to reflect organisational ownership and expertise. In turn workstream leads have nominated Project Leads who they believe will be the most appropriate individuals to lead specific projects.

Each project will draw on a range of expertise from throughout the SEND system (education, health, parents and carers, external SME's) to ensure co-production, shared system ownership and high-quality delivery.

5. Workstreams

As set out the programme has five delivery workstreams, supported by an enabling workstream. It is recognised that further work is required to define outputs and milestones for each workstream. A workshop is being held with key workstream team members on June 15th to develop this detail, which will be shared in due course.

This section of the paper sets out in more detail the ambition and delivery objectives for each workstream.

FIGURE 4: WORK STREAMS

Workstream	Workstream Objectives	Workstream projects	What this means for the CYP
Enablers	Putting in place enablers which will support the achievement of the overall programme ambitions	<ul style="list-style-type: none"> • Establish governance • Recruit programme roles • Inspection readiness • Define and implement approach for CYP and family engagement • Programme comms planned and initiated • Self-evaluation framework (SEF) 	The programme will be well communicated and understood with the enablers supporting overall programme delivery
Models of Practice	Building on the ways of working in the Kirklees high needs system to enable CYP to thrive in education and adulthood. Driving these improvements through embedding strengths based working, alongside effective pathways, processes and tools.	<ul style="list-style-type: none"> • V SEND • Initial SENDACT team capacity review • SENDACT team review • Embedding restorative strength based working • Assessment panels and pathways • Outreach support model • QA plans and provision • SEMH strategy • SEND outcomes framework 	CYP will be asked more questions about their strengths, interests and ambitions, rather than focusing on deficits. This promises the opportunity for a more positive educational experience.
Inclusion	Creating an ‘inclusion first’ priority across Kirklees. This includes proactively working to prevent exclusions, seeking opportunities for returning children and young people from Alternative Provisions and creating pathways, teams, provisions to enable this approach.	<ul style="list-style-type: none"> • Review of Educational Safeguarding • Develop and implement new Inclusion Strategy • Models of Alternative Provision • Specialist provision model 	CYP receive an education in a setting that is supportive and proactively seeking to ensure inclusion wherever possible. This enables CYP to receive an education in the setting that is most suitable to their skills and objectives.

<p>Early Intervention</p>	<p>Developing a targeted response to working with children earlier when their needs arise. Maximising the positive impact of early intervention on longer term outcomes and support financial rebalancing of the system.</p>	<ul style="list-style-type: none"> • Embed the Inclusion Support Offer (ISO) • Increase use of Local offer • Enhance impact of Graduated Approach • Enhancing parent and carer confidence and skills 	<p>CYP are more likely to receive support an earlier stage, reducing their chances of progressing through the system and enhancing their outcomes, readiness for adulthood and overall well-being.</p>
<p>Commissioning and Sufficiency</p>	<p>Aligning commissioning strategies with the commitment to early intervention and 'inclusion first', built on a robust evidence base. Ensuring provisions support children and young people are in the setting that best enables them to reach their potential.</p>	<ul style="list-style-type: none"> • Review and implementation of joint commissioning strategy • Improving local sufficiency • Producing and delivering local capital programme • SEMH provision 	<p>CYP are more likely to attend the setting that is best suited for them, enabling them to socialise with peers and receive an education that is most likely to enable them to reach their potential.</p>
<p>Preparing for Adulthood</p>	<p>Preparing for adulthood from childhood. Ensuring a genuine focus on independence and transition earlier in the child's journey, developing confidence for the child or young person, family and setting that they have appropriate objectives set that support their transition into adulthood.</p>	<ul style="list-style-type: none"> • Preparing for adulthood • Transitions at all key stages 	<p>Empowering CYP to feel confident about approaching adulthood by having continuous conversations and support in place at an earlier stage.</p>

5.1 Models of practice

Workstream Lead	Kelsey Clark-Davies – Head of Safeguarding and Inclusion
<p>What Outcomes do we want?</p>	<ul style="list-style-type: none"> • That Children and Young People with additional needs have their needs met in a mainstream educational setting • We have a workforce that has the capacity, appropriate skills and abilities to offer timely assessment and reviews for our Children Young people and Families • That where an EHC plan is required that this plan is strengths based, has clear outcomes across Education Health and Social Care and is undertaken restoratively with families. • That our processes to support children and families including how we assess and make decisions collectively at panel’s are strength’s based and all involved agree the appropriate level of intervention to ensure needs are met appropriately and at what level and regularly reviewed. • We offer high quality outreach support to our mainstream and specialist settings to order to support them to continue to meet children and young people’s needs wherever possible. • We have the highest aspirations for our children young people and families and we robustly demonstrate in an evidence based way that we have their improved outcomes across Education, Health and Social Care • That we have in relation to SEND an aspirational local learning strategy in “Kirklees Futures” which is fully realized. • We continue to implement the Valuing SEND outcomes tool to identify needs and strengths of the child or young person, the educational setting and the family in order to provide the right support across a range of settings and contexts.
<p>How will we do this?</p>	<ul style="list-style-type: none"> • Undertake restorative, strengths-based working with staff across services to provide them with an effective toolkits, strategies and approaches that delivery flexible, individualised solutions. • Interventions and processes deliver co-produced, individualised outcomes and plans – this will represent a move away from setting and hours led models, to more creative and flexible approaches • Targeted work at key gateway points is effective on focusing on outcomes and supporting independence – including consistently exploring non-EHCP support options. • Embedding the Valuing SEND tool, providing insight into system wide, and cohort/setting specific opportunities throughout Kirklees.

	<ul style="list-style-type: none"> • Introducing a clear outcomes framework to track individual and service outcomes. This will be shaped during the summer 2021, building on what is currently in place and measured, identifying additional measures to build in. The intention is for the framework to be approved during Autumn 2021 and launched by end-Autumn term • Review the current EHCP processes with teams to improve quality and timeliness. This will include a re-launch of the SENDACT team from January 2022, with an intensive period of activity to confirm the role of the team, staff development and recruitment to ensure the team is best positioned to deliver strong outcomes. In addition there will be short term interventions to support team capacity and workflow. • Improved outreach support offer to mainstream settings throughout Kirklees with a local focus, linking settings into local resources that they can easily contact and access
<p>Workstream projects</p>	<ol style="list-style-type: none"> 1. V SEND 2. Initial SENDACT team capacity review 3. SENDACT team review 4. Embedding restorative strength based working 5. Assessment panels and pathways 6. Outreach support model 7. QA plans and provision 8. SEMH strategy 9. SEND outcomes framework
<p>Milestones</p>	<ol style="list-style-type: none"> 1. VSEND <ul style="list-style-type: none"> - Analysis and provision planning September and October 2021 - Provision implementation November – December 2021 2. Initial SENDACT team capacity review <ul style="list-style-type: none"> - Findings and plan from audit of roles and responsibilities of the SENDACT Team July 2021 3. SENDACT team review <ul style="list-style-type: none"> - Finalised structure of team, including roles, responsibilities, job titles, JDs and capacity August 2021 - Staff assimilation and recruitment September 2021 4. Embedding restorative strength-based working <ul style="list-style-type: none"> - Readiness activity complete August 2021 - Implement approach September 2021 5. Assessment panels and pathways <ul style="list-style-type: none"> - Developing insights and recommendations document from the observation and data July 2021 - New panels approach implemented September 2021 6. Outreach support model <ul style="list-style-type: none"> - Options developed September 2021

	<p>7. QA plans and provision - Framework agreed re peer/manager/panel oversight QA of plans and sign off September 2021</p> <p>8. SEMH Strategy - tbc</p> <p>9. SEND Outcomes Framework - Draft Outcomes Framework for approval – November 2021</p>
Inclusive Ambitions	<p>Responsive and holistic early intervention Culture of trust with parents and families Inclusive practice in the community and within education settings CYP thriving in education settings and celebrating more holistic outcomes and achievements An Integrated System</p>
Indicators (for discussion)	<p>Number of Children and Young People with an EHC plan Number of Children and Young People receiving support through My Support Plan Educational Outcomes and EET outcomes EHC outcome framework measurements and improvements EHC Assessment and Review performance against statutory timescales Number of EHC Plan's quality assured and read "good "or "outstanding." Number of complaints received and qualitative analysis of complaints reasons and outcomes Children, young people and families self-reported satisfaction survey Valuing SEND outcome measures in relation to need and settings and parents ability to meet need.</p>
Linked Strategies or Plans	<p>Kirklees Futures Learning Strategy Children and Young People Workforce Strategy Kirklees Capital Strategy Kirklees Health and Wellbeing Plan</p>

5.2 Inclusion

Workstream Lead	Kelsey Clark-Davies- Head of Safeguarding and Inclusion
<p>What Outcomes do we want?</p>	<ul style="list-style-type: none"> • That the approach of all of services, settings and workforce is one of having inclusion at its heart. • That we have no exclusions from education settings in Kirklees and we support our Children and Young People with additional needs to remain in their current setting wherever possible • That we our offer of Alternative educational provision is creative, flexible and has a central aim of reintegrating our children and young people back into mainstreams settings. • That our specialist provision across Kirklees provides bespoke resources to meet our children and young people needs and embeds its expertise across all educational settings. • We offer high quality outreach support to our mainstream and specialist settings to order to support them to continue to meet children and young people’s needs wherever possible. • That our education safeguarding offer of training and support to all settings helps identify, manage and support safeguarding issues keeping our children and young people safe.
<p>How will we do this?</p>	<ul style="list-style-type: none"> • Development of the Education Safeguarding Service to provide a re-focused offer to schools. The core elements of this work are better communicating the ESS offer to system partners, aligning the ESS team structure to ensure it delivers the best outcomes for CYP, and developing an ESS dashboard to inform strategic planning and decision making. • Develop our Outreach offer to support a range of situations • Shape and embed a new inclusion focus with schools, providing holistic earlier intervention and other support to prevent suspensions and exclusions. This will include better understanding the current pathways that lead to exclusions, clearer and earlier identification of those at risk, and targeted development sessions with partners to embed key skills and tools • Ensure that the Kirklees Alternative Provision offer is configured to provide the best possible outcomes. In this first instance this will be informed by a strategic step back; balancing operational effectiveness and achieving outcomes, followed by collaborative working with providers and partners to shape the offer. Reflecting SEMH needs will form a core part of this approach – with CYP insight directly informing the future offer

	<ul style="list-style-type: none"> • Special Provision offer is outcome focused and demonstrably meeting the needs of CYP
Workstream projects	<ol style="list-style-type: none"> 1. Review of educational safeguarding 2. Develop and implement new inclusion strategy 3. Models of alternative provision 4. Specialist provision model
Milestones	<ol style="list-style-type: none"> 1. Review of education safeguarding <ul style="list-style-type: none"> - Begin implementation of recommendations – July 2021 - Review and implementation complete – December 2021 2. Develop and implement new inclusion strategy <ul style="list-style-type: none"> - Documented inclusion strategy – September 2021 - Inclusion dashboard rollout – September 2021 3. Models of alternative provision <ul style="list-style-type: none"> - Establish a Local Authority leader of the AP Partnership offer which connects directly with the role and functions of educational safeguarding and admissions – December 2021 - Alternative provision service level agreements in place – August 2022 4. Specialist provision model <ul style="list-style-type: none"> - tbc
Inclusive Ambitions	<p>Culture of trust with parents and families</p> <p>Inclusive practice in the community and within education settings</p> <p>CYP thriving in education settings and celebrating more holistic outcomes and achievements</p> <p>An Integrated System</p> <p>Supporting children to have clear aspirations with a focus on preparing for adulthood</p>
Indicators (for discussion)	<p>Exclusion Data</p> <p>Educational Attainment at all key levels</p> <p>Reduction in external placements</p> <p>Alternative provision outcome measures</p> <p>Number of children and young people with additional needs in mainstream settings, specialist settings, resource provision and alternative provision</p> <p>Outreach provision outcomes indicators</p> <p>Self-reported feedback from children, parents and families in relation to how inclusive services are in Kirklees Council</p> <p>LADO referrals and analysis of theme's and support required</p> <p>Children's social care front door data</p>

	Children in Need dataset Child Protection data set
Linked Strategies or Plans	Kirklees Futures Learning Strategy Kirklees Sufficiency Strategy Kirklees Children and Young People Safeguarding Partnership Annual Plan Children's Social Care 10 Point Improvement Plan Kirklees Health and Wellbeing Board Plan

5.3 Early Intervention

<p>Workstream Lead</p>	<p>Jayne Whitton- Principle Educational Psychologist</p>
<p>What outcomes do we want?</p>	<ul style="list-style-type: none"> • That our local offer is our first point of contact and support for our children, young people and families. The Local Offer is responsive, interactive and reduces the need for more formal interventions. • That our Inclusion Support Offer (ISO) provides education settings, our workforce and families with advice and support in meeting the needs of our children and young people at the earliest possible opportunity, without the need to escalate to an EHCP request. • That our Early Help offer is inclusive and meets a diverse range of needs for children and families with additional needs across Education, Health and Social Care. • That our Parents and Carers feel supported and have the confidence and skills in order to meet the additional needs of children and young people. • That all partners support our educational settings to implement our graduated approach and principles of “assess”, “plan”, “do” and “review” in relation to my support plans and EHC plans.
<p>How will we do this?</p>	<ul style="list-style-type: none"> • Embed the Inclusion Support Offer (ISO), track outcomes, and work proactively with hubs/settings that have not yet engaged with the offer. In addition the workstream will seek to quantify the impact of the interventions delivered through the summer term; highlighting opportunities to further develop the offer into the Autumn 2021 term • Build on and promote the Local Offer and use it as way to build relationships with families. This work includes exploring the channel offers (e.g. social media); obtaining feedback to directly link to development of the Local Offer • Improved Graduated Approach guidance to mainstream schools. This includes the Kirklees Ordinarily Available Offer, targeted Graduated Approach for SEN support guidance and a suite of wider guidance documents for schools. This work will link to the ISO offer, with a full feedback loop to understand how settings are using the graduated approach and where additional support will be needed. • Enhance skills and support offer to parents and carers – this will start by identifying particular stress points for parents and then working with them to address concerns, whilst giving them tools and skills to build their confidence. This approach will be

	directly informed by good practice observed with other authorities. In addition all staff engaging with parents will be supported in having a common understanding of the offer and key components of the system processes.
Workstream projects	<ol style="list-style-type: none"> 1. Embed the Inclusion Support Offer (ISO) 2. Increase use of the Local Offer 3. Enhance impact of graduated approach 4. Enhancing parent and carer confidence and skills
Milestones	<ol style="list-style-type: none"> 1. Embed the Inclusion Support Offer (ISO) <ul style="list-style-type: none"> - Promotion of ISO through multiple channels – September 2021 and ongoing - Regular attendance at school hub meetings from September 2021 2. Increase use of the Local Offer <ul style="list-style-type: none"> - Establish young persons ‘channels’ e.g. website, social media, face to face to promote and communicate local offer September 2021 - Develop more young people groups – September 2021 - Identify gaps in knowledge of local offer through general public survey – November 2021 3. Enhance impact of graduated approach <ul style="list-style-type: none"> - Graduated approach to SEN offer – September 2021 - Wider graduated approach guidance – completed March 2022 4. Enhancing parent and carer confidence and skills ISO learning and Autumn term planning – July 21 <ul style="list-style-type: none"> - Delivered training to parents and carers to manage behaviour at home – date tbc - Embedded parent carer training offer – date tbc
Inclusive Ambitions	<p>Responsive and holistic early intervention</p> <p>Culture of trust with parents and families</p> <p>Inclusive practice in the community and within education settings</p> <p>An Integrated System</p> <p>Embedding a shared culture of proactivity, holistic skills and knowledge</p>
Indicators (for discussion)	<p>Number of Children and Young People with EHC plans</p> <p>Number of Children and young people having needs met through my support plan</p> <p>Local offer outcomes measures and monitoring of use</p> <p>Number of children, young people and families with additional needs accessing early support</p> <p>Number of SENCO’s accessing the ISO and outcome following advice and support</p> <p>Waiting times for key interventions, e.g. Neurodevelopmental pathway, CAMHS SPA, Children’s community therapies</p> <p>Measures of confidence from parents and key stakeholders, e.g., PCAN</p>
Linked Strategies or Plan’s	Kirklees Early Support Strategy

5.4 Commissioning and Sufficiency

Workstream Lead	Stewart Horn – Head of Children’s Integrated Commissioning
<p>What outcomes do we want?</p>	<ul style="list-style-type: none"> • To have an intelligence based approach to understanding the needs of our population across Education, Health and Social Care and a coordinated approach to our commissioning intentions to meet that need • That children, young people and families receive integrated provision and do not face barriers between different organisations in order to access provision. • We have responsive commissioned services that are delivered in the right place and at the right time and improve outcomes are education, health and care. • We have a range of assistive technology solutions available locally to help children, young people and families maximize independence • That our children and young people are educated locally and live locally wherever possible and we have outstanding educational, residential and health settings and services to achieve this. • That we have an increased number of foster carers that are well supported and have the skills and abilities to meet the needs of our children and young people as a family. • To have clear clinical oversight of the health outcomes and needs of our children and young people and ensure these needs are met through the most appropriate framework • That children, young people and families have the option of an integrated education, health and social care personal budget.
<p>How will we do this?</p>	<ul style="list-style-type: none"> • Develop and embed a joint commissioning strategy outlining Kirklees has a consistent, aligned and outcome focused approach to SEND commissioning. By September this work will have mapped the current needs in Kirklees against the current provision identifying gaps in the offer and sufficiency. This will be followed by a market strategy which will target short to medium term activity to address these challenges • Short term commissioning interventions to support placement sufficiency and address identified shortfalls in quality/scope/capacity of the current offer – areas currently identified for intervention include therapies support, tech enabled care, continuing care and the role of personal budgets

	<ul style="list-style-type: none"> • Strategic sufficiency work, linking closely with Valuing SEND outcomes ensuring Kirklees’ provision is in line with desired system outcomes. Immediate activity is underway to fully understand the current local provision, which will feed a series of strategic and tactical interventions. This will include developing an EHC sufficiency scorecard, as well as system wide sufficiency market statement. • Activity to develop a Capital Planning Programme alongside known targeted decision points – e.g. Purchase / refurbishment of properties • Review and enhance current emotional wellbeing offer – this will link closely to multiple projects within the Ways of Working and Inclusion workstreams ensuring a direct feedback loop from frontline insight. From a commissioning perspective the focus will be on understanding and shaping the market, to provide a strong, outcomes focused offer
Workstream projects	<ol style="list-style-type: none"> 1. Review, revision and implementation of Joint Commissioning Strategy 2. Improving local sufficiency 3. Producing and delivering local capital programme 4. SEMH provision
Milestones	<ol style="list-style-type: none"> 1. Review, revision and implementation of Joint Commissioning Strategy <ul style="list-style-type: none"> - Joined up SEND data set – September 2021 - Draft commissioning strategy and intentions – September 2021 - Final commissioning strategy and intentions – December 2021 - Completed contracts register – December 2021 2. Improving local sufficiency <ul style="list-style-type: none"> - Sufficiency market position statement – December 2021 3. Producing and delivering local capital programme <ul style="list-style-type: none"> - Capital plan September 2021 4. SEMH provision <ul style="list-style-type: none"> - SEMH working group mobilization – October 2021
Inclusive Ambitions	<p>Responsive and holistic early intervention</p> <p>Culture of trust with parents and families</p> <p>An Integrated System</p> <p>Embedding a shared culture of proactivity, holistic skills and knowledge</p>
Indicators (for discussion)	<p>Number of integrated personal budgets with education, health and social care</p> <p>Number of out of area placements where there is an educational, health and social care need.</p>

	<p>Capital Delivery Strategy success and outcomes measures</p> <p>Number of assistive technology solutions available and number of children, young people and families accessing them</p> <p>Outcomes from Joint Commissioning Strategy</p> <p>Number of children, young people and families accessing health provision through children’s continuing healthcare</p> <p>Number of foster carers recruited and retained</p> <p>Reduction in hospital admissions for children and young people with learning disability and / or autism</p> <p>Ofsted and QCQ ratings of our local education, health and social care provision.</p> <p>Outcomes from SEND outcome framework</p>
<p>Linked Strategy or Plans</p>	<p>Transforming Care for Children and Young People</p> <p>Kirklees Health and Wellbeing Plan</p> <p>Kirklees Joint Strategic Needs Assessment</p> <p>Kirklees Sufficiency Strategy</p> <p>Health and Social Care White Paper and associated local plan</p> <p>Kirklees Children’s Social Care 10 point Improvement Plan</p> <p>Kirklees CAMHS Transformation Plan (Future in Mind)</p>

5.5 Preparing for adulthood

Workstream Leads	Liz Eastwood (Service Manager Learning Disability and Shared Lives) and Netta Goldthorpe (Project Manager, All Age Disability & Mental Health)
What outcomes do we want?	<ul style="list-style-type: none"> • That we are focused throughout our children and young people’s lives on preparing for adulthood and maximising independence • Children, young people and families experience smooth and consistent preparation for adulthood between children’s service and adult services. • We have a range of services that focus specifically on our children and young people maximizing their independent into adulthood • That children, young people and families have confidence in the planning and delivery of the outcome and provision required in their journey from childhood into adulthood. • That we have service provision and pathways that work across traditional age related service boundaries to provide flexibility for our children and young people with additional needs as they move toward adulthood.
How will we do this?	<ul style="list-style-type: none"> • Early, consistent and outcomes focused pathways and conversations, to provide clarity of expectation and high quality support at all stages. There is a focus on independence and adulthood, with conversations and decisions at every point of a young person’s journey • Enhance the young person’s voice as part of all elements of preparing for adulthood, including building the advocacy offer to provide more comprehensive support • CAMHS health offer supports preparing for adulthood and provides continuity of input with no cliff edges. Directly link into the commissioning emotional wellbeing work to shape the future offer • Enabling offer (legal framework, funding etc) aligned to support transition outcomes, giving staff the confidence and support to take a positive and flexible approach in best meeting CYP outcomes • Integrated delivery across key partners, enabling seamless CYP and family journey – this will involve working closely with settings and health partners to ensure the CYP/family experience feels seamless

	<ul style="list-style-type: none"> • Independence focused interventions – e.g. Travel training, light touch tech enabled care – that will support the young person in gaining confidence, and contribute to achieving overall outcomes • Staff development to embed core toolkit strategies and approaches to support resilience and flexible support planning. • Development of strong supporting data and intelligence offer to enable informed, timely and strategic decision making – this will include the development of a transitions dashboard to help inform future forecasting and budget planning
Workstream projects	<ol style="list-style-type: none"> 1. Preparing for adulthood 2. Transition at all key stages
Milestones	<ol style="list-style-type: none"> 1. Preparing for adulthood <ul style="list-style-type: none"> - Preparing for Adulthood dashboard – March 2022 - Staff development and toolkit – from October 21 2. Transition at all key stages <ul style="list-style-type: none"> - Independence focused interventions – from October 21 - Work with staff to focus on PFA outcomes in EHCP + SEN support plans – date TBC
Inclusive Ambitions	<p>Responsive and holistic early intervention</p> <p>Culture of trust with parents and families</p> <p>An Integrated System</p> <p>Embedding a shared culture of proactivity, holistic skills and knowledge</p> <p>Supporting children to have clear aspirations with a focus on preparing for adulthood</p>
Indicators (for discussion)	<p>EET figures into adulthood</p> <p>Educational attainment</p> <p>Independence measures</p> <p>Children, young people and families self-reported satisfaction with transition across provision</p>
Linked Strategies or Plans	<p>Kirklees Health and Wellbeing Plan</p> <p>Transition Protocol</p> <p>NHS planning guidance in relation to CAMHS provision</p>

5.6 Enablers

Workstream Lead	Paul Harris – Head of Improvement, Voice and Partnerships
<p>What outcomes do we want?</p>	<ul style="list-style-type: none"> • The voice of children, young people and families is consistently influencing strategic decision making across the partnership • That the detailed plans and possible solutions across the workstreams are coproduced with children, young people and families • That we engage and coproduce with a wide and diverse range of children, young people and families to ensure our plans reflect the diversity of Kirklees as a place. • That we have a shared self-evaluation across the partnership in relation to how we are fulfilling our duties in relation to the Children and Family Act 2014 and code of practice. Our understanding and awareness of “ourselves” is based on a robust Quality Assurance Framework. • That across education, health and social care we have a proactive approach to the joint CQC and Ofsted inspection and framework • That delivery workstream have the appropriate resources, skills, abilities and capacity to ensure timely programme delivery • That we have a proactive communication and engagement strategy to ensure all staff and partners are engaged in, and have ownership of the programme • That the implemented programme governance facilitates effective reporting, celebrating successes and targeting priority intervention areas
<p>How will we do this?</p>	<ul style="list-style-type: none"> • Regular and meaningful engagement and co-production with CYP and families – this will be through a variety of methods ensuring that engagement is as comprehensive and inclusive as possible. Summer 2021 will be used to scope and shape this work with structured engagement commencing from August/September. Engagement through Autumn 2021 will be focused on identifying and shaping programme priorities for the coming period • Implement clearly defined programme governance where there is a shared understanding of ownership, roles, responsibilities and accountabilities. This will include from June / July 2021 having a monthly programme board, and fortnightly workstream lead meetings in place. • An understanding of the roles and capacity required to deliver the programme, aligned with flexible capacity and deployment of resources and recruitment to get the right resources in post.

	<ul style="list-style-type: none"> Targeted inspection readiness activity that will provide a solid, and informed, platform to drive further change activity – with preparation actions directly linked to programme work – e.g. case reviews informing strengths based working. Staff will be fully aware of their role in the inspection and, where participating in focus groups, are fully prepared. The SEF directly supports the inspection and aligns to future programme intentions Carefully planned and implemented communications and engagement plan. This recognises that internal staff and professional partners will need to engage with change activity throughout the programme. The communications approach will blend formal messaging with regular but more informal cascading through team meetings.
Workstream projects	<ol style="list-style-type: none"> CYP and family engagement Staff and partner communications and engagement Establishing and embedding governance Recruitment to programme roles Inspection readiness and SEF
Milestones	<ol style="list-style-type: none"> CYP and family engagement <ul style="list-style-type: none"> Agree with workstream leads, the specific workstream activities – September 2021 Work with the voice of the child workstream to develop the specific engagement strategy in relation to children and young people with SEND – September 2021 Staff and partner communications and engagement <ul style="list-style-type: none"> Internal and partner communications and engagement strategy complete – from July 21 Establishing and embedding governance <ul style="list-style-type: none"> Programme governance in place and operational – July 21 Recruitment to programme roles Inspection readiness and SEF <ul style="list-style-type: none"> SEF and inspection readiness complete – September 21
Inclusive Ambitions	<p>Culture of trust with parents and families An Integrated System Embedding a shared culture of proactivity, holistic skills and knowledge</p>
Indicators (for discussion)	<ul style="list-style-type: none"> Workforce Planning Indicators (Vacancies, turnover) Annual confidence surveys (Workforce, Parents, C&YP, Partners) Communication and engagement plan measures Development of multi-agency teams and projects and self-reported confidence to deliver Annual governance reports/reviews Auditing activity – Voice of the Child, Co-Production
Linked Strategy or Plans	<p>Kirklees Children’s Workforce Strategy Kirklees Children and Young People’s Plan Kirklees SEND Self Evaluation</p>

6. Six-month plan

The first six months of delivery focuses on embedding the extensive activity underway, whilst introducing new interventions which will deliver in-year impact and prepare the programme for a successful 2022/23. The approach will enable the programme to deliver measurable results and impact, whilst embedding the building blocks that will enable a shift in delivery scale and ambition from Autumn 2021.

Extensive activity is already underway in the local SEND system, this includes new initiatives such as the Information Support Offer, operational interventions to support SENDACT team capacity and reviewwork on commissioning and educational safeguarding. This activity will be brought under the programme governance umbrella, enabling the programme to best understand the impact being delivered, ensuring consistency of focus, and critical friend accountability.

The programme is consciously investing capacity in enabling activity over the next six months. Embedding the right enablers will facilitate smoother delivery of the duration of the programme, ensuring that progress isn't slowed due to items that can be put in place now.

Central to the enabling activity is engagement with children and young people and their families. The programme is committed to the principle of 'no decision about me, without me' and engagement over the coming weeks will directly inform programme priorities and focus.

The programme will keep sighted on the impact that Covid and roadmap for Covid recovery to ensure that our actions address and manage the consequences of moving towards new post-Covid ways of working.

FIGURE 5 : SIX MONTH PROGRAMME PLAN

Workstream	May 21	June 21	July 21	Aug 21	Sep 21	Oct 21
Enablers	Establish prog governance		SEF			
	Recruit programme roles			Programme alignment with support services		
	Inspection readiness					
	Define approach for CYP and family engagement			Implement engagement activity		
	Programme comms planned and initiated			Comms routine established through appropriate channels		
Models of practice	VSEND targeted whole school approach		V SEND informs schools planning			
	Initial SENDACT team capacity review		SENDACT team review			
			Embedding restorative strength based working			
			Assessment Pathways and Panels			
			Outreach support model			
					Q&A plans and provision	
					SEND outcomes framework	
Inclusion	Review of Educational Safeguarding					
			Develop and implement new Inclusion Strategy			
			Models of alternative provision			
			Specialist provision model			
Early intervention	Embed the Inclusion Support Offer					
	Increase use of Local Offer					
	Enhance impact of Graduated approach					
				Enhancing parent and carer confidence and skills		
Commissioning & sufficiency	Review and implementation of Joint commissioning strategy			Improving local sufficiency		
	Producing and delivering local capital programme					
				SEMH provision		
Preparing for adulthood				Preparing for adulthood		
				Transitions at all key stages		

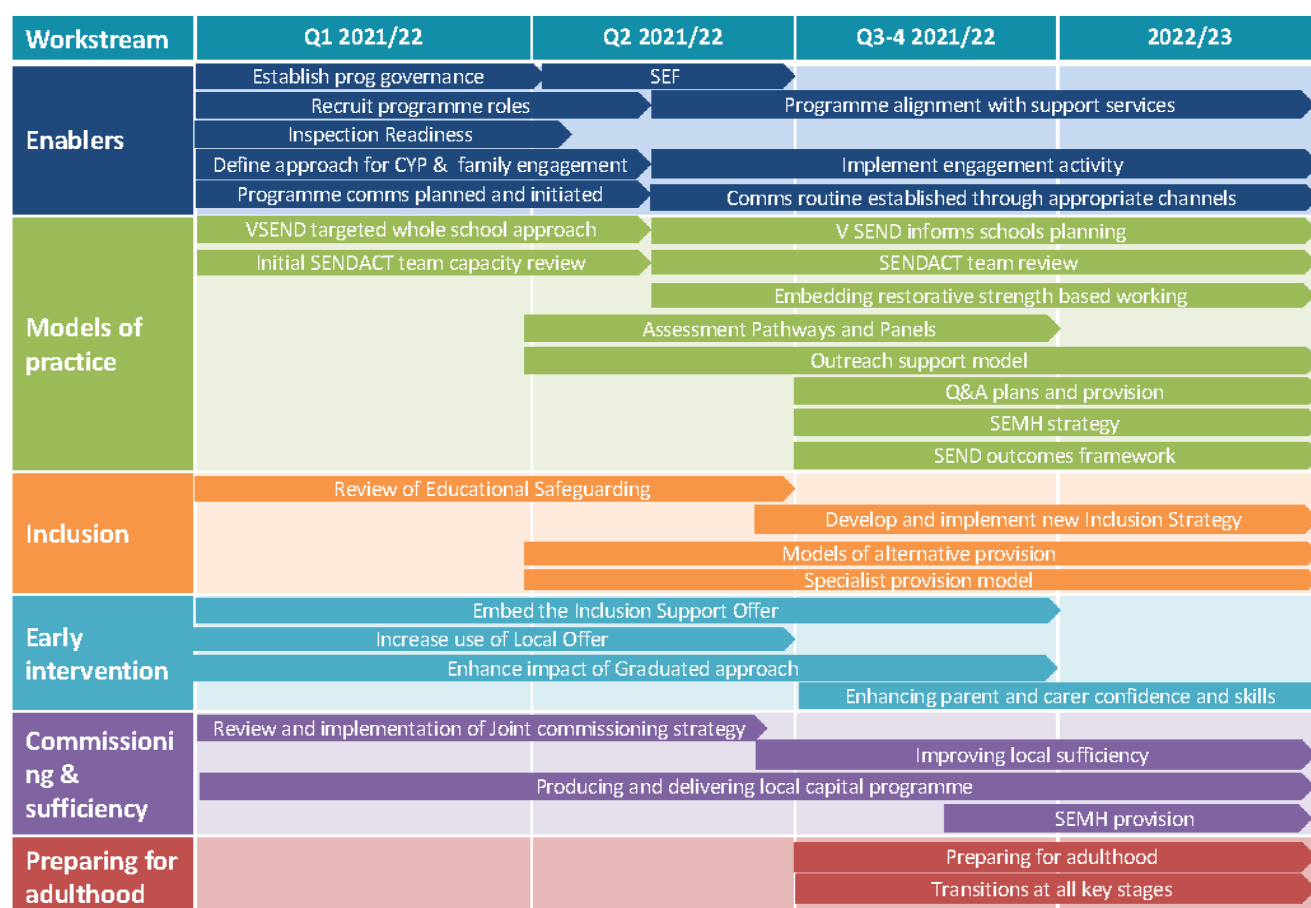
7. 24-month plan

The 24-month plan highlights the scale of the ambition for the programme and the level of activity required to deliver the inclusive ambition over the next twenty-four months. It is recognised that this is an ambitious plan, that will result in a significant level of change in the local SEND system during this period. Much of this activity will be driven by staff ownership and embedding new ways of working, which should significantly mitigate disruption.

This plan has been shaped by key programme stakeholders to develop an approach which, although ambitious, can be delivered.

Further definition of the plan for 2022/23 will be shaped over the coming months. Central to this will be the influence of the voice of the children young people and families, which will come from engagement in the summer and autumn, shaping programme plans, priorities and delivery models

FIGURE 6: 24 MONTH PROGRAMME PLAN

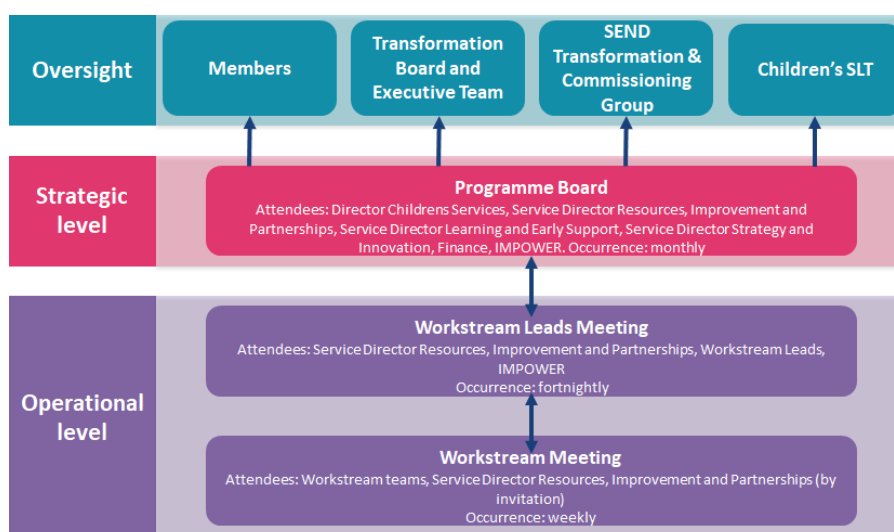


8. Governance and programme management

The proposed governance structure aims to provide both rigour and flexibility. The aim of the governance structure set out below is to provide an appropriate balance which provides; clear assurance to oversight groups, constructive challenge and clarity of direction at a workstream level.

. The governance approach is designed to enable upward and downward reporting – with Workstream Lead Meetings scheduled either side of the monthly Programme Board, ensuring that the right items are escalated, and key decisions cascaded in a timely fashion.

FIGURE 7: PROGRAMME GOVERNANCE STRUCTURE



A key component of programme reporting will be Trajectory Management. The Trajectory Management approach will track programme delivery against a target cost/demand position, directly linking to the impact delivered from activity at all points of the CYP journey. This will enable the programme to confidently report a whole system view, rather than isolated impact that may have unintended consequences elsewhere in the customer journey.

The programme will measure success through four lenses:

1. Meeting the SEND system financial requirements and delivering a financially sustainable service
2. Ensuring that the best possible outcomes are delivered for children and young people in Kirklees
3. Delivering in a socially equitable way that reflects and responds to the communities in Kirklees at a place level.
4. Supporting and building the skills and resilience of Kirklees staff, building capability for future change activities

CHILDREN'S SCRUTINY PANEL – WORK PROGRAMME 2022/23

MEMBERS: Cllr Andrew Marchington (Chair), Cllr James Homewood, Cllr Ammar Anwar, Cllr Elizabeth Reynolds, Cllr Richard Smith, Cllr Paul White, Toni Bromley (Co-Optee), Graeme Sunderland (Co-Optee) and Oliver Gibson (Co-Optee)

SUPPORT: Helen Kilroy, Assistant Democracy Manager and Nicola Sylvester, Democracy Officer

FULL PANEL DISCUSSION		
Issue	Approach/Areas of Focus	Timescales and comments
<p><u>Standard items (every meeting)</u></p> <ul style="list-style-type: none"> • Pre-decision scrutiny (decisions by Cabinet) • Performance Information (Children's Service) – Informal meeting • Feedback from Panel Members on issues considered by Corporate Parenting Board • Ambition Board Minutes Informal meeting 	<p>Panel to check at each meeting if there are any potential areas of pre-decision scrutiny they need to consider at future meetings. (Leads: Cabinet Members/Senior Officers (Children's Service))</p> <p>The Panel will consider performance slides from the Ambition Board and monitor the performance of the Learning Early Support Service and Child Protection & Family Support in the Informal meetings. Members of the Panel who attend the Corporate Parenting Board will ask questions through the Chair of the Board in relation to looked after children performance information and report back on any issues to the Children's Scrutiny Panel.</p> <p>Members of the Panel who attend the Corporate Parenting Board will feedback on any other key issues to the Scrutiny Panel as appropriate. (Leads: Service Directors (Children's Service))</p> <p>The Panel will receive for information the minutes from the Ambition Board meetings which are held quarterly. (Leads: Senior Officers (Children's Service) and Cabinet Members)</p>	<p>Every meeting</p> <p>Every meeting</p> <p>Every meeting</p> <p>Quarterly</p>
<p>Review of the Improvement Journey</p>	<p>(Leads: Mel Meggs/Service Directors)</p>	

	<p>The Panel will continue to review the Improvement Journey of Children’s Services until they have achieved an ‘outstanding’ Ofsted rating, including receiving regular progress updates from the Children’s Service on how this is being achieved. The Panel will consider how the Council is formulating its approach, what data is being looked at and how Officers and Cabinet Members are responding.</p> <p>Panel meeting on 31st October 2022 The Panel will receive an update on the outcomes of the Joint Area Targeted multi-agency Inspection at the meeting on the 31st October (Lead: Elaine McShane)</p>	<p>Panel 31st October 22</p>
<p>Independent Review of Children’s Social Care – white paper</p>	<p>(Leads: Mel Meggs and Service Directors)</p> <p>The Panel will consider how the Council is addressing the implications of the Care Reform white paper and the outcome of the Government’s response, which is expected in September 2022.</p> <p>The Panel noted that the Care Reform Report on Children’s Social Care was broken down into 8 key areas, as follows:-</p> <ul style="list-style-type: none"> - Reset Children’s Social Care - A revolution in family help - A just and decisive child protection system - Unlocking the potential of family networks - Transforming care - The care experience - Realising the potential of the workforce - A system that is relentlessly focussed on children and families - Implementation 	<p>High priority –to be confirmed</p>
<p>Educational and learning Outcomes</p>	<p>(Leads: Jo-Anne Sanders/Chris Jessup/Narinder Kaur)</p> <p>The Panel may scrutinise/consider–</p>	

<p>- Kirklees future commission Learning Strategy</p>	<ul style="list-style-type: none"> - closing the attainment gap which the Panel were informed would be a priority in the Strategy; - the Panel understand that the Learning strategy will be focusing on early years groups and want to explore what difference this will make; - updates on the development of the Kirklees Council Education Futures and the proposed approach and timeline; - Relationships with Academies and Multi-Academy Trusts, eg admission policies, number of school places available and how impacting maintained schools nearby. <p>Learning Strategy That a representation from the Panel be invited to attend the Launch of the Kirklees Futures Event on the 23rd June 2022 and other relevant partnership meetings.</p> <p>Panel meeting on 12th July 2022 The Panel received a verbal update on the Educational Outcomes and the Implementation Plan, which will be finalised with priorities ready for the start of the new academic year in September 2022. The Panel agreed the following:-</p> <ul style="list-style-type: none"> - That the Panel are given the opportunity to contribute to the restructuring and reshaping of the Education and Learning Partnership Board ; - That the Panel receive future updates on how the Learning Service and Cabinet Members are scrutinising the educational outcomes; - That the Panel consider future information on longitudinal educational outcomes for the next 5 to 10 years, including 16+ and beyond; - That the Panel receive a copy for information of the Educational Outcomes report scheduled for consideration by Cabinet on the 26th July 2022. <p>Informal Panel meeting on 31st October 2022 The Panel will consider an update on Educational Outcomes and GCSE exam results.</p>	<p>Panel on 31st October 22</p>
<p>Sufficiency for Children’s Service (places/staffing resources)</p>	<p>(Leads: Mel Meggs and Service Directors)</p> <p>The Panel will consider future updates on the social worker vacancies and staff shortages within the Children’s Social Care Service and the approaches being taken by the service to</p>	

	bring Social Workers back into the workforce, eg retention packages. The Panel will also monitor this during visits to the Social Care Teams.	
Changes to Young People’s Activity Team (YPAT) provision - Provides after school activities for C&&YP with the most complex disabilities and needs	(Lead: Tom Brailsford/Sara Miles) The Panel will consider the changes to YPAT Provision and youth development and receive future updates on what is happening in local wards in terms of after school activities – planned for September 2022.	Panel 6 th Sept 22
Partnership Arrangements	(Leads: Elaine McShane/Jo-Anne Sanders/Tom Brailsford) The Panel will continue to scrutinise partnerships and boards during the 2021/22 municipal year, for example, Corporate Parenting Board and Health and Wellbeing Board, visits to internal teams and partners and the Panel will look at how data was collected and used to improve outcomes. The Panel will be represented at meetings, events and visits to internal teams and external providers and focus on the following areas:- <ul style="list-style-type: none"> • Data collection • Partnership working • Is the voice of the young person being heard? (as below) • Good practice • Delivery of quality service 	
Voice of the Child	(Leads: Mel Meggs/Jo-Anne Sanders/Elaine McShane/Tom Brailsford) The Panel agreed to keep a watching brief on all areas of scrutiny by the Panel and explore whether the voice of the child was being heard and lessons have been learned.	
Special Educational Needs and High Needs - SEND Transformation Plan	(Leads: Tom Brailsford/Kelsey Clark-Davies/Paul Harris/Christine Bennett) SEND Transformation Plan Panel to agree areas of focus for 22/23.	

<ul style="list-style-type: none"> - Feedback from PCAN/parents on SENDACT - Outcome of SEND Inspection 	<p>Feedback from parents via PCAN</p> <p>The Panel will meet with parents via PCAN, some of whom were consulted as part of the Adhoc Panel on the report on ‘SENDACT– the parent’s perspective’ which was approved by Cabinet in March 2019. The Panel will seek feedback from parents at drop-in sessions 8th and 14th September 2022 on whether the service has improved for them and what it feels like to engage and access the service/front door.</p> <p>Outcome of SEND Inspection</p> <p><u>Panel meeting on 6th September 2022 - Outcome of SEND Inspection</u></p> <p>The Panel will consider an update on the action plan and outcomes of the SEND Inspection and as part of pre-decision scrutiny, the Panel will be invited to be involved in the development of the Action Plan leading up to the September Panel meeting. The Panel asked that officers build into the action plan how the Panel might scrutinise the inspection outcomes.</p> <p><u>Invite to attend SEND Transformation and Commissioning Group on 8.9.22</u></p> <p>The Panel have been invited to attend the SEND Transformation and Commissioning Group on the 8th September 2022, to enable the Panel to be involved in the discussion on the SEND written statement of action following the recent inspection.</p>	<p>Panel 6th Sept 22</p>
<p>Mental Health in Schools</p>	<p>(Lead:</p> <p>The Panel will look at the Ladder Project (Colne Valley, Golcar and Lindley) and other work directly in schools (Spen Valley) around children’s mental health and explore how the roll out of NHS mental health support for children and young people was progressing in those areas.</p>	<p>Next 6 months</p>
<p>Elective Home Education</p>	<p>(Leads: Jo-Anne Sanders/Diane Yates/Kelsey Clark-Davies)</p> <p>The Panel will liaise with the One Voice Team to engage with young people to seek their views on being home educated.</p>	

	<p>The Panel will meet with parents who were involved in the Adhoc Panel on Elective Home Education to seek feedback from them on how well the Action Plan agreed at Cabinet in December 2020 has been progressed and implemented.</p>	
<p>Early Years</p> <ul style="list-style-type: none"> - Early Help Services - Engagement of Families Together 	<p>(Leads: Michelle Wheatcroft/Jackie Beever/Jo Sanders)</p> <p>Early Help Services</p> <p>Panel to consider a plan of action on this matter.</p> <p>Families Together</p> <p>The Panel will consider a future update on the review of the Families Together hubs and the review of the Hub Co-Ordinator role. The Panel noted that some Head Teachers had agreed to be part of the review. The Panel will explore what services are in place within the hubs and consider visits to observe the arrangements in place and will look at how the hubs in Dewsbury, Batley and Spen and Rural were progressing and what impact they were having on the local community.</p> <p>Families Together Launch</p> <p>The Panel have been invited to attend the Families Together Launch at John Smith’s Stadium on Monday 28th November 2022, which will include a lunch event for the Families Together model of integrated early support.</p>	<p>28th November 2022</p>
<p>Lead Member Briefings</p> <p>(Bi-monthly LM Briefings with Cabinet Members for Learning and Children’s; and Mel Meggs/Elaine McShane, Tom Brailsford and Jo-Anne Sanders during 22/23) – Actions from these meetings will be included within the Panel’s Work Programme where appropriate</p>		
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Children's Scrutiny Panel

Agenda Plan 2022/23

Date of Meeting	Issues for Consideration	Officer Contact
9th June 2022 Informal Meeting 11 am	(with Panel, Officers and Cabinet Members) To consider potential areas of focus for the Panel during 2022/23 municipal year which will include the Council's key priorities for the children's service.	Helen Kilroy
20th June 2022 Informal meeting 2pm-3.30pm Hybrid meeting Meeting Rm 3, HTH	(with Panel only) To agree and sign off priority areas of focus for Panel during 2022/23 municipal year.	Helen Kilroy
12th July 2022 2.00pm-3.00pm Informal meeting 3.00pm-4.30pm Public meeting Hybrid Meeting Council Chamber, HTH Report deadline: 30.6.22	<p style="text-align: center;">Informal items:-</p> <p style="text-align: center;">Ambition Board Minutes (12.3.22)</p> <p style="text-align: center;">Performance slides</p> <p style="text-align: center;">Public Items:</p> <p style="text-align: center;">Formal report membership change – Cllr Elizabeth Reynolds</p> <p style="text-align: center;">Pre-decision Scrutiny – Cabinet decisions on the horizon</p> <p style="text-align: center;">Feedback from Panel Members on issues considered by Corporate Parenting Board</p> <p style="text-align: center;">Educational Outcomes – verbal update on next steps/priorities for the Service</p>	<p style="text-align: center;">H Kilroy</p> <p style="text-align: center;">J Sanders/E McShane to present</p> <p style="text-align: center;">H Kilroy</p> <p style="text-align: center;">Senior Officers/Cabinet Members</p> <p style="text-align: center;">Panel Members</p> <p style="text-align: center;">J Sanders/C Jessup</p>

Date of Meeting	Issues for Consideration	Officer Contact
<p>6th September 2022</p> <p>10am – 11 am Informal meeting 11am – 12.30 pm Public meeting</p> <p>Hybrid Meeting Council Chamber, HTH</p> <p>Report deadline: 25.8.22</p>	<p>Informal items:</p> <p>Ambition Board Minutes (20.6.22)</p> <p>Public Items:</p> <p>Performance highlights slide</p> <p>Pre-decision Scrutiny – Cabinet decisions on the horizon</p> <p>Feedback from Panel Members on issues considered by Corporate Parenting Board</p> <p>SEND Inspection – Action Plan and inspection outcomes</p> <p>YPAT changes to provision and youth development</p>	<p>H Kilroy</p> <p>T Brailsford/J Sanders/E McShane to present</p> <p>Senior Officers/Cabinet Members</p> <p>Panel Members</p> <p>Tom Brailsford/Paul Harris (author)/ also invited Kelsey Clark-Davies/Christine Bennett/Stewart Horn</p> <p>Sara Miles/Tom Brailsford</p>
<p>31st October 2022</p> <p>1.00pm -2.00pm Informal meeting 2.00pm-4pm Public meeting</p> <p>Hybrid Meeting Council Chamber, HTH</p> <p>Report deadline: 19.10.22</p>	<p>Informal items:</p> <p>Ambition Board Minutes (19.9.22)</p> <p>Educational Outcomes update (GCSE exam results)</p> <p>Public Items:</p> <p>Performance highlights slide</p> <p>Pre-decision Scrutiny – Cabinet decisions on the horizon</p>	<p>H Kilroy</p> <p>Chris Jessup/Narinder Kaur/Jo Sanders</p> <p>T Brailsford/J Sanders/E McShane to present</p> <p>Senior Officers/Cabinet Members</p>

Date of Meeting	Issues for Consideration	Officer Contact
	<p>Feedback from Panel Members on issues considered by Corporate Parenting Board</p> <p>Outcomes of the Joint Area Targeted multi-agency Inspection (Ofsted letter)</p>	<p>Panel Members</p> <p>Elaine McShane/Ian Mottershaw (rep from WY police to be invited)</p>
<p>12th December 2022</p> <p>1.00pm -2.00pm Informal meeting</p> <p>2.00pm- 4pm Public meeting</p> <p>Hybrid Meeting Council Chamber, HTH</p> <p>Report deadline: 28.11.22</p>	<p>Informal items:</p> <p>Public Items:</p> <p>Performance highlights slide</p> <p>Pre-decision Scrutiny – Cabinet decisions on the horizon</p> <p>Feedback from Panel Members on issues considered by Corporate Parenting Board</p>	<p>T Brailsford/J Sanders/E McShane to present</p> <p>Senior Officers/Cabinet Members</p> <p>Panel Members</p>
<p>23rd January 2023</p> <p>1.00pm-2.00pm Informal meeting</p> <p>2pm-3.30 pm Public Meeting</p> <p>Hybrid Meeting Council Chamber, HTH</p> <p>Report deadline: 12.1.23</p>	<p>Informal Items</p> <p>Ambition Board Minutes (12.12.22)</p> <p>Public Items:</p> <p>Performance highlights slide</p> <p>Pre-decision Scrutiny – Cabinet decisions on the horizon</p> <p>Feedback from Panel Members on issues considered by Corporate Parenting Board</p>	<p>H Kilroy</p> <p>J Sanders/E McShane/S Miles to present</p> <p>Senior Officers/Cabinet Members</p> <p>Panel Members</p>

Date of Meeting	Issues for Consideration	Officer Contact
<p>20th March 2023 1.00pm-2.00pm Informal meeting 2.00pm-4pm Public meeting</p> <p>Hybrid Meeting Council Chamber, HTH</p> <p>Report deadline: 6.3.23</p>	<p>Informal Items</p> <p>Public Items:</p> <p>Performance highlights slide</p> <p>Pre-decision Scrutiny – Cabinet decisions on the horizon</p> <p>Feedback from Panel Members on issues considered by Corporate Parenting Board</p>	<p>T Brailsford/J Sanders/E McShane</p> <p>Senior Officers/Cabinet Members</p> <p>Panel Members</p>